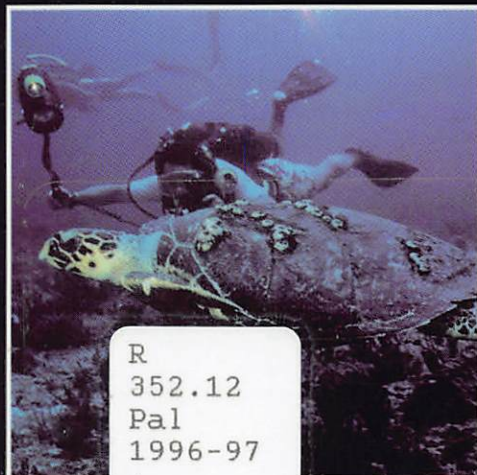
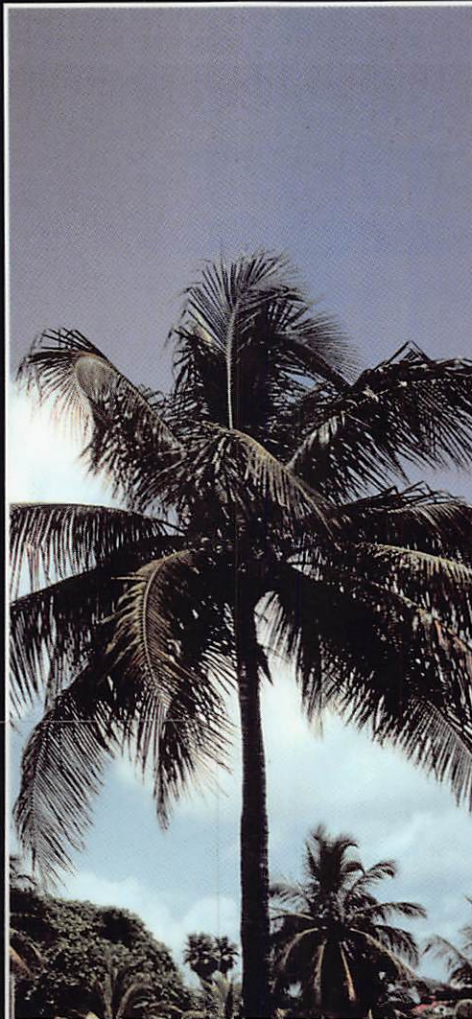
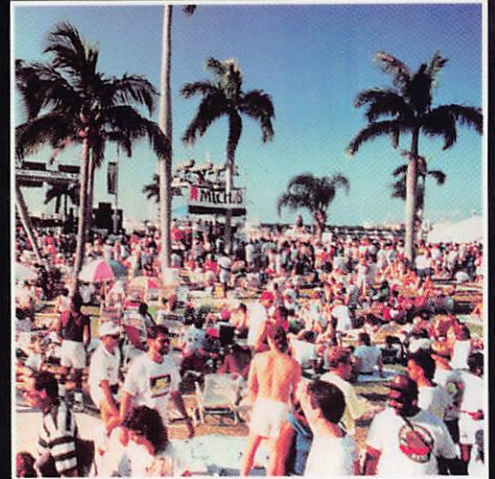


# ANNUAL BUDGET

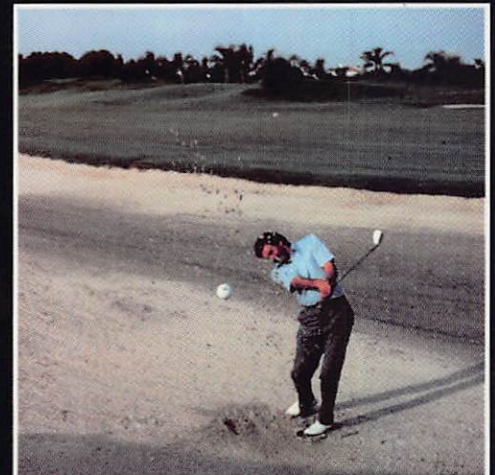
Fiscal Year 1996-97



BOARD OF COUNTY COMMISSIONERS  
OF PALM BEACH COUNTY, FLORIDA



R  
352.12  
Pal  
1996-97







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

**PRESENTED TO  
Palm Beach County,  
Florida**

**For the Fiscal Year Beginning  
October 1, 1995**

*Arthur R. Lynch*  
President

*Jeffrey L. Esser*  
Executive Director

---

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Palm Beach County Board of County Commissioners, Florida for its annual budget for the fiscal year beginning October 1, 1995.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

---



CL DEC 19 1996



R00177 82388

## Palm Beach County Government

### Board of County Commissioners

**For Reference**

**Not to be taken from this room**

R 352.12 Pal  
1996-97  
Palm Beach County Board  
of Commissioners.  
Annual budget.



**Warren H. Newell**  
County Commissioner  
District 3

**Carol A. Roberts**  
County Commissioner  
District 2

**Maude Ford Lee**  
County Commissioner  
District 7

**Karen T. Marcus**  
County Commissioner  
District 1

**Mary McCarty**  
County Commissioner  
District 4

**Ken Foster, Chairman**  
County Commissioner  
District 6

**Burt Aaronson, Vice Chairman**  
County Commissioner  
District 5







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## How to Use The Budget Document

The Palm Beach County Budget Document is divided into the following major sections:

### **County Administrator's Budget Message**

This section provides an overview of the entire budget and highlights how the County is responding to the needs of our community and the Board of County Commissioners' policy direction.

### **Introduction**

This section provides general information about the County, its budget philosophy and process, and other general information.

### **Budget Summary Information**

This section provides a quick reference to basic budget information in a summary format. Tables, charts, and graphs show an overall picture of the County's budget from several perspectives: budget assumptions describe various factors affecting the budget; and, information is provided relating to the County's major revenue source - property taxes.

### **Board Departments/Agencies**

This section of the County's budget presents departments/agencies reporting to the Board of County Commissioners and contains information about County activities and expenditures.

### **Constitutional Officers**

This section presents the budgets of the independently elected officials (other than the Board of County Commissioners), i.e., Clerk of the Courts, Sheriff, Supervisor of Elections, Tax Collector, Property Appraiser, Judiciary, State Attorney, and Public Defender.

### **Budget by Fund**

This section lists all funds by fund type, shows that each group of funds is balanced in accordance with Florida statutory requirements and shows the budget for each fund.

### **Capital Improvement Program**

This section highlights the County's capital improvement expenditures and provides an overview of the capital needs, as well as proposed financing sources.

### **Debt Service**

This section highlights the County's budgeted debt service expenditures and provides an overview of the projected debt service needs through FY 2000-01.

### **Appendices**

This section contains general reference including: a glossary; financial policies (which form the foundation of the County's budget development and financial management processes); explanation of fund structure and governmental accounting; information about revenue sources and property taxes; and a summary of grant funding, showing incoming and outgoing grants.

---

## Acknowledgments

Special recognition is given to the following individuals for their efforts in coordinating and preparing the 1996-97 Budget.

### **Office of Financial Management & Budget** (in alphabetical order):

|                   |                          |
|-------------------|--------------------------|
| Joseph Bergeron   | Fiscal Manager II        |
| Yvette Bonilla    | Administrative Secretary |
| Steven Bordelon   | Budget Director          |
| Kathryn Cochran   | Financial Analyst II     |
| Ann Conforti      | Fiscal Specialist III    |
| Lee Ellen Dascott | Senior Secretary         |
| John Long         | Fiscal Manager II        |
| Anita Martinetto  | Financial Analyst I      |
| Michael Meredith  | Financial Analyst III    |
| Deanna Olsen      | Fiscal Specialist II     |
| Elizabeth Purvis  | Financial Analyst II     |
| Richard Roberts   | Director, OFMB           |
| Ray Solaas        | Financial Analyst II     |
| Maurice Talo      | Financial Analyst III    |
| Eugene Villanueva | Financial Analyst II     |
| Robert Ward       | Financial Analyst II     |
| John Wilson       | Fiscal Manager I         |

### **Special thanks to:**

#### **County Commissioners**

for their early and continuous involvement in the budget process.

#### **County Administrator and Assistant County Administrators**

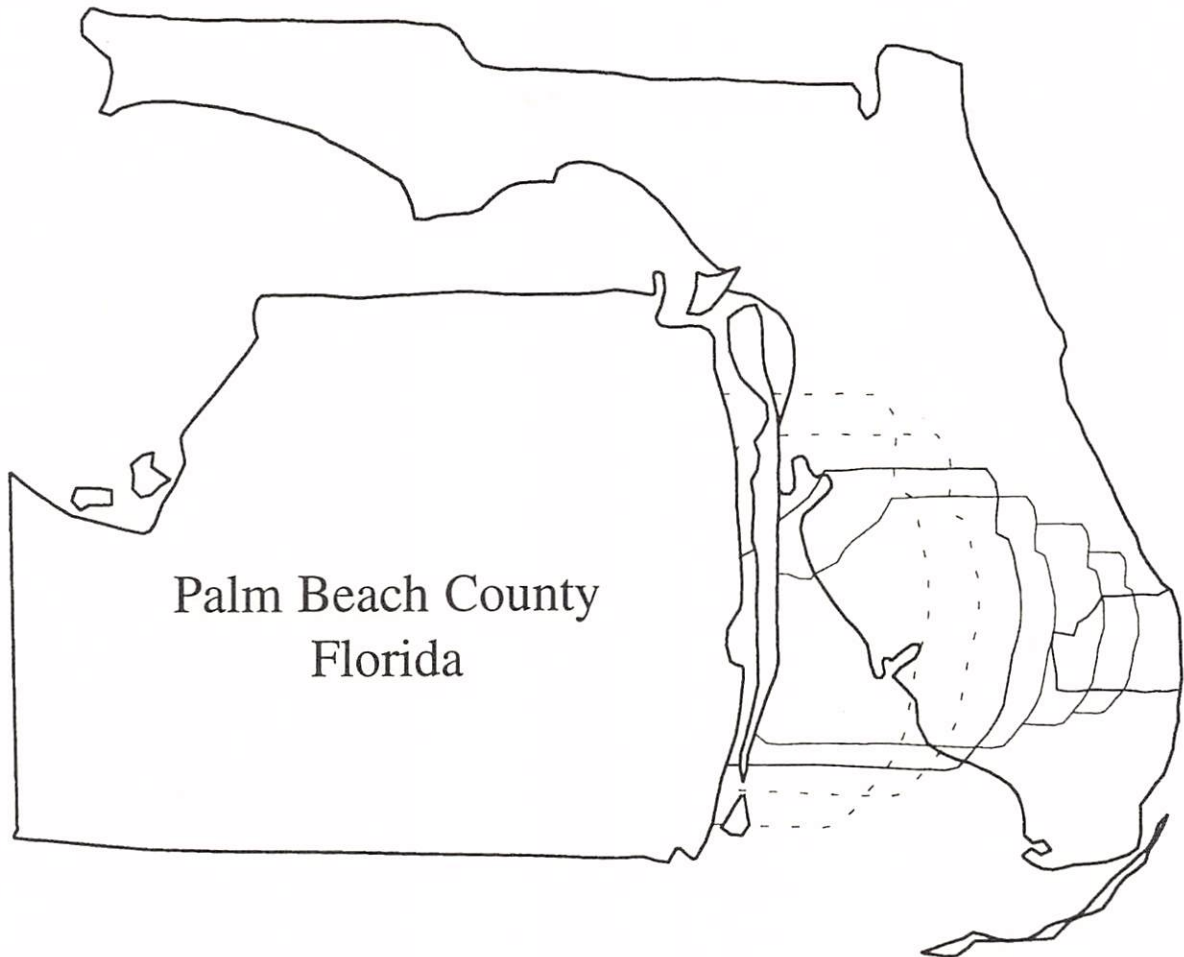
for their expanded participation in this year's budget process.

#### **Department Heads and Their Staff**

for their extraordinary effort in formulating the budget.



# Budget Message









## Interoffice Communication

**Office of Financial  
Management and Budget**

P.O. Box 1989  
West Palm Beach, FL 33402-1989  
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**Palm Beach County  
Board of County  
Commissioners**

Ken L. Foster, Chairman  
Burt Aaronson, Vice Chairman  
Karen T. Marcus  
Carol A. Roberts  
Warren H. Newell  
Mary McCarty  
Maude Ford Lee

**County Administrator**

Robert Weisman, P.E.

**TO:** Ken Foster, Chair  
and Members of the Board of County Commissioners

**FROM:** Robert Weisman, P.E.  
County Administrator

**DATE:** November 18, 1996

**SUBJECT: Adopted Budget - Fiscal Year 1996-97**

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The adopted budget for FY 1996-97 accomplishes the Board's directive that the countywide ad valorem tax rate not be increased as countywide taxes will be maintained at the existing level. This means that the County maintains its record of eight consecutive years without any increase in the countywide tax rate. In fact, the rate has been reduced in each of the seven fiscal years preceding FY 1996-97.

Under the following topical headings, key budget issues and factors are explained and major changes from last year's budget are highlighted.

### **Customer Focused Budgeting and Reporting**

The FY 1996-97 Budget Document incorporates the new performance-based budget format - *Customer Focused Budgeting and Reporting*. The quality of information reported about Board departments is vastly improved in the new budget format (note: the new layout is presented in the full budget document, not the Budget-in-Brief).

The new budget presentation model is the result of a two-year project to design and implement a performance-based budget process for Palm Beach County. The budget format now reflects the leading edge concepts advocated by progressive government organizations and institutions.

The Board of County Commissioners' interest in reinventing government principles was the impetus that led to the implementation of Customer Focused Budgeting and Reporting. Primary advantages of the new model are outlined on the following page.

- integrates strategic planning, budgeting, and performance measurement;
- defines each department's mission;
- presents the operating budget in terms of major programs and primary services;
- explains trends and issues, and highlights major changes from year-to-year;
- clearly articulates program objectives in measurable terms;
- establishes performance measures to focus on outcomes and customer satisfaction, and
- improves document readability with larger text, columnar format, narrative style, and use of charts and graphs.

Although the County has successfully completed the initial implementation of a new budget document, it will take several years to refine the approach and institutionalize the process. One area that will be emphasized in the next budget cycle (1997-98) will be the inclusion of more performance measures to track cost of services. Additionally, we will continue to encourage the Constitutional Officers to adopt a similar performance-based budgeting approach to provide for a uniform presentation of departments and agencies within the budget document.

### **Budget, Millage, and Taxes**

The FY 1997 budget totals \$1,881,251,498, an increase of \$95.1 million, or 5.3%, over the FY 1996 adopted budget. The net operating budget, which excludes capital, debt service (and related reserves), internal service charges, and interfund transfers, is \$788.0 million, an increase of \$51.8 million, or 7.0% from FY 1996.

Adopted taxes in comparison to roll-back taxes are summarized in the following table.

| <b>Taxing District</b> | <b>Millage Rate</b> | <b>Roll-back Calculation</b>             |
|------------------------|---------------------|--|
| Countywide             | 4.2358              | above roll-back by \$ 5,658,185 ( 2.39%) |
| Library                | 0.4997              | above roll-back by 709,717 ( 4.69%)      |
| Fire-Rescue:           |                     |  |
| Main MSTU              | 2.4998              | at roll-back 0 ( 0.00%)                  |
| Glades Regional MSTU   | 0.8094              | above roll-back by 61,923 (11.98%)       |
| Aggregate              | 5.6035              | above roll-back by 6,429,825 ( 2.05%)    |



### **Property Values**

The certified taxable value used in calculating millage rates for FY 1997 is \$57.257 billion, an increase of \$2.440 billion, or 4.5% over the 1995 valuation. The net increase consists of new construction of \$1.527 billion (2.8%) and an increase of \$912.3 million (1.7%) due to the revaluation of existing property. The overall increase of 4.5% is slightly up from the 4.4% increase last year.

### **Budget Preparation Guidelines**

Instructions for preparing the budget were set forth in the Budget Instruction Manual which was distributed to County departments during February 1996. The following general parameters were established:

- undesignated capital reserves from the Road Program are not available for transfer as a funding source to the General Fund;
- budget contingency amounts are to be maintained at 1995-96 levels;
- increases in base budget are to be absorbed with the exception of annualized costs of prior year supplemental increases and uncontrollable costs such as insurance, workers comp, motor pool charges, etc.;
- new positions are to be budgeted at 75% of the annualized cost; any new positions associated with new facilities budgeted only for the period of time the new facility will be operational; and
- supplemental funding requests are to be limited to those items included in the FY 1997 projections or specifically approved by the Management Team.

Requests for new funding in the operating and capital budgets were carefully reviewed and prioritized by OFMB and the Management Team. A detail of recommended funding increases for operating departments, capital projects and reserves was presented to the Board of County Commissioners during the Budget Workshop on May 30, 1996. In addition, staff reviewed major budget assumptions and factors that affected the preparation of the 1996-97 budget, including revenue forecasts, funding requests from the Constitutional Officers, and the proposed salary policy.

### Major Changes in Tax Equivalent Funding: 1997 Compared to 1996

The following table summarizes the areas of the budget that will have significantly different funding levels ( $\pm$  \$1 million) in FY 1997.

| Budget Factor  | Impact on Ad Valorem Requirements<br>(in million of dollars) |          |
|--|--|----------|
|  | Increase   | Decrease |
| Elimination of transfers from Road Program to General Fund | \$6.6  |          |
| Decrease in beginning balances brought forward             | 6.3  |          |
| Loss of revenue from Wellington incorporation              | 5.1  |          |
| Sheriff's budget   | 6.0  |          |
| Parks and Recreation                                       | 2.4  |          |
| Community Services   | 1.4  |          |
| Facilities Development & Operations                        | 1.3  |          |
| Public Safety  | 1.0  |          |
| Non-departmental appropriations                            | 2.0  |          |
| Debt Service   | 1.0  |          |
| Net increase in other programs and projects                | 0.7  |          |
| Estimated impact of statutory reserve requirement          | 1.4  |          |
| Increase in major revenues                                 |  | 10.5     |
| Net decrease in reserves                                   |  | 9.8      |
| Additional taxes from new construction                     |  | 5.7      |
| Reduction of new funding for economic development          |  | 2.5      |
| Excess fees from Clerk's Office                            |  | 1.0      |

The net difference between ad valorem increases and decreases (\$5.7 million) represents the amount of countywide taxes above roll-back. A key budget strategy for FY 1996-97 is to use approximately \$10 million in reserve funds (i.e., "Reserve for Tax Stabilization") as a funding source in order to avoid an increase in countywide ad valorem taxes. Two years ago, the Board created the Reserve to offset tax requirements in future budget years.

Following is a brief discussion of the major budget factors listed in the preceding table.



Elimination of Transfers from the Road Program to the General Fund - for the first time since FY 1992, the budget does not include the transfer of any fund balances from the capital projects funds. Over the past four years, budget strategies have relied on the reallocation of ad valorem funds that were previously budgeted for capital projects, primarily road projects. This strategy was justified based on the fact that: 1) all identified major improvements were either complete or currently funded; 2) there were accumulations of undesignated fund balances; and 3) among urban counties, only Palm Beach County used property taxes for funding road and bridge construction projects. The ad valorem portion of the fund balances in the Road Program has been eliminated and will no longer be available to assist in balancing the operating budget.

Decrease in Beginning Balances Brought Forward - the reduction in carryover funds from FY 1996 is primarily attributable to two factors: 1) the loss of \$2.9 million in revenues due to Wellington's incorporation; and 2) payment of \$4.3 million for casualty settlements.

Loss of Revenue from Wellington Incorporation - The referendum act that created Palm Beach County's newest municipality has the effect of permanently reducing the County's revenue base. For FY 1997, OFMB estimates that \$5.1 million in revenues previously collected by the County will now flow to Wellington. These revenues include utility taxes, franchise fees, sales tax, and state revenue sharing. Approximately \$1.5 million of this revenue loss will be offset by a contract between Wellington and the Sheriff's Office for the provision of police services.

Sheriff's Budget - included in the Sheriff's budget for next year are 48 new deputy positions for the opening of two additional floors at the main jail, staffing of the Belle Glade jail expansion, and additional road patrol deputies. Actual deployment of these positions will be contingent upon the results of an on-going management study. An additional 39 positions are budgeted for non-uniformed positions.

Parks and Recreation - the increase in base personal services cost for this Department totals \$1.1 million. Other factors increasing the budget include higher self-insurance premiums (\$441,000), increased fleet management charges (\$457,000), and supplemental funding increases totaling \$648,000. Of 14 new positions included for Parks and Recreation, 10 are associated with new park facilities.

Community Services - this funding increase is attributable to reductions in the amount of grant revenues budgeted in FY 1997 and a corresponding increase in the amount of ad valorem support required. The increase is not related to the appropriations budget - funding for this Department will actually be less in FY 1997 than in FY 1996. Increases for personal services (\$346,000), ISS charges (\$373,000), replacement Head Start buses (\$110,000), new playground equipment (\$75,000) and additional case management funding (\$100,000), were offset by reductions in various operating accounts.



Facilities Development & Operations - this Department's budget includes funding for 11 new positions associated with new and existing facilities as follows: new Judicial Center Parking Garage (3 positions); various detention facilities (6 positions); electronic security system for the new Judicial Center (1 position); and various existing facilities (1 position).

Public Safety - four new positions are included to staff the opening of a new dormitory at the Highridge Family Center, and one part-time position is for the West County Animal Shelter.

Non-departmental Appropriations - this impact is primarily due to reduced charge-offs projected for BCC indirect costs.

Debt Service - funding requirements will be greater in FY 1997 because residual construction funds used to partially fund debt service requirements last year are no longer available.

Estimated Impact of Statutory Reserves - represents the 5% Statutory Reserve requirement applicable to most tax and tax-equivalent revenue categories.

Decrease in Reserves - the net change in reserves reflects the following: elimination of Reserve for Tax Stabilization (\$10 million) and increase in the General Fund Contingency Reserve (\$0.2 million).

Additional Taxes from New Construction - at roll-back, new construction will generate approximately \$5.7 million. The value of new construction is \$1.527 billion.

Reduction in New Funding for Economic Development - new funding was reduced to \$1 million for FY 1997. It is proposed that the Economic Development Program be funded with this \$1 million, carryover funding, and any new state or federal grants. Approximately \$4 million in carryover funding is available in FY 1997.

Excess Fees from the Clerk's Office - the FY 1997 budget includes \$1 million in Clerk's excess fees which historically have been received but not included in the budget.

### **Size of the Workforce**

The adopted FY 1997 budget provides for 8,315 positions, of which 4,714 are funded in departments controlled by the Board of County Commissioners. Board departments will add 68 new positions in FY 1997. The Sheriff's budget request provides for 87 new positions (48 deputies and 39 non-uniformed). No new positions for FY 1997 are budgeted for the other constitutional officers. The combined total of 155 new positions represents a 1.9% increase over the FY 1996 staffing level.



## Revenues

Local economic conditions directly impact several of the County's revenue sources and therefore, the ability of the County to provide services. Palm Beach County's economy, which is dependent on agriculture and tourism, as well as its base of professional and service industries, has made a good recovery since the recessionary period that bottomed in 1992. Healthy growth has been experienced in several of the County's major revenue sources and, despite the loss of revenues associated with Wellington's incorporation, collections of several major non-ad valorem revenues are budgeted at a higher level for FY 1997 as shown in the following table.

| Revenue Category    | FY 1996<br>Budget | FY 1997<br>Budget | % Change<br>Budget to Budget |
|---------------------|-------------------|-------------------|------------------------------|
| Half Cent Sales Tax | \$44,100,000      | \$47,900,000      | 8.6%                         |
| Franchise Fees      | 16,582,618        | 16,790,648        | 1.3%                         |
| Utility Taxes       | 34,965,000        | 36,417,000        | 4.2%                         |

The fiscal impact of Wellington's incorporation is projected to decrease the County's current year revenues by approximately \$2.9 million, and FY 1997 revenues by \$5.1 million.

## Capital Projects

The FY 1997 Capital Improvement Program totals \$606.5 million with the largest component (\$181.5 million) budgeted for the Road Program.

New funding in the FY 1997 capital budget totals \$226.3 million, of which \$9.1 million will be funded by ad valorem taxes. Other funding sources include: gas tax (\$28.4 million); bond proceeds (\$59.1 million); impact fees (\$18.3 million); and interest (\$12.8 million).

Major projects and amounts funded (stated in millions of dollars) include:

- \$17.0 - North County Government Center and Sheriff's Motor Pool
- \$61.9 - road and bridge projects (including \$30.8 million for Donald Ross bridge)
- \$28.4 - purchase of three parcels of environmentally sensitive land (Loxahatchee Slough Natural Area, Yamato Scrub Natural Area, and Fox property)

- \$6.2 - ISS automation projects - incremental funding for the Criminal Justice Information System, Geographic Information System, Wide Area Network, Technology Transformation Plan, and Oracle licenses
- \$8.9 - Palm Tran facilities - construction of a new administration/O&M facility and downtown transit facility
- \$7.7 - completion of Water Utilities' Southern Region Operations Center

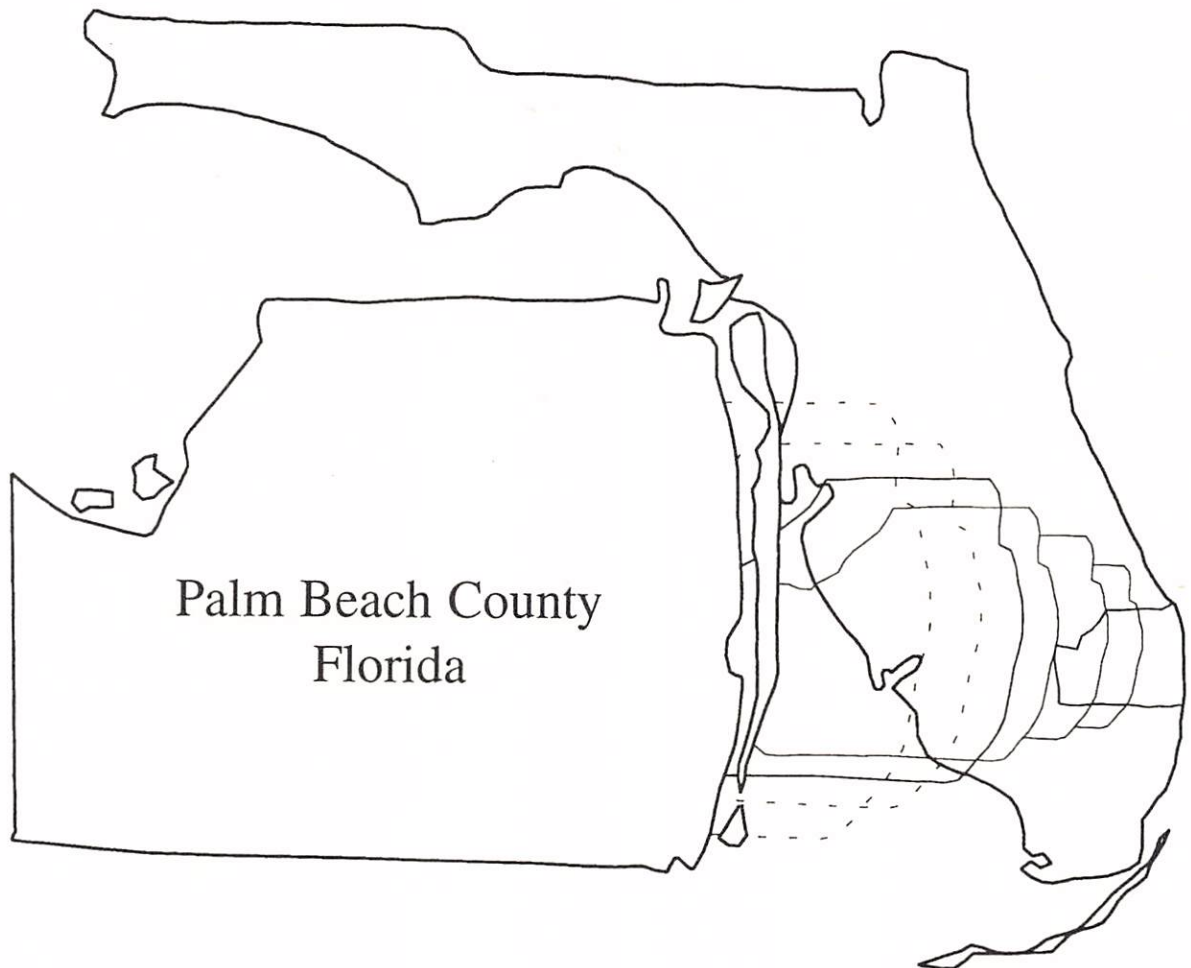
### **Summary**

The Budget Message outlines some of the important projects, programs, and issues that will be addressed by Palm Beach County during FY 1997. I believe the changes in this year's budget presentation results in a document that better explains the complexities of our \$1.9 billion financial plan.

As County Administrator, my goal is to assure that quality and cost effective services are provided to our taxpayers and ratepayers. Services provided by County departments directly affect the quality of life in the community. The attractiveness of Palm Beach County as a place to work and live is reflected by the continuing population growth which, in turn, places greater demands on services. I am confident that, with the Board's guidance, our organization will successfully take on the challenges in FY 1997 and beyond.



# Introduction







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## Information About Palm Beach County

Located on the southeast coast, Palm Beach County is the largest of Florida's sixty-seven counties. The County's 2,268 square miles include 2,023 square miles of land and 245 square miles of surface water, making it the largest county east of the Mississippi River.

The surface water areas include the Intercoastal Waterway and approximately one-third of Lake Okeechobee. Lake Okeechobee is the largest freshwater lake in the state and the largest in the United States except for the Great Lakes. The County has 45 miles of shoreline and is 53 miles wide.

Palm Beach County's climate has enhanced its image as a location that provides a high quality of life to its residents. The average temperature is 74.9 degrees with an average of 82.0 degrees in the summer and 66.7 degrees in the winter. The wet season extends from June through October, with an average annual rainfall of 61.7 inches.

Close to several major Florida cities, central Palm Beach County is about one hour north of Fort Lauderdale, one and one-half hours north of Miami, and two and one-half hours south of Orlando.

### **History**

The first settlers in what is now Palm Beach County were Indian tribes such as the Tequesta, Jeaga, Caloosa and later the Seminoles. The next settlers arrived in 1860 when the Jupiter Lighthouse was built to aid sailors navigating the Atlantic Ocean.

Homesteading began in the late 1800's with the majority of the settlers coming to the area to farm. Early farmers found the soil to be highly productive and earned most of their income by growing vegetables for the northern winter market.

The late 1800's also marked the beginning of the tourism industry. Transportation improvements, particularly to the railroad system, provided easier access to the area. Hotels to serve tourists were constructed, along with the first winter homes for seasonal residents.

In 1892, Henry Flagler visited Palm Beach and decided to build a large resort hotel, the Royal Poinciana, and extend the Florida East Coast Railroad to West Palm Beach from Jacksonville. These developments made Palm Beach the nation's premier winter resort. Flagler considered the mainland area a perfect satellite location to service his resort and a good place for his workers to live. This area was incorporated as West Palm Beach in 1894.

Other cities, such as Linton and Boynton Beach, were established soon after West Palm Beach. Linton was founded in 1894 by William S. Linton, the postmaster of Saginaw, Michigan. He and a friend purchased 160 acres of land and sold it in five-acre tracts through ads in Michigan newspapers. In 1901 they renamed the town Delray Beach, after a Detroit suburb. Boynton Beach was founded in 1895 when Civil War officer Major Nathan S. Boynton built a 50-room resort hotel on the beach. One year later the railroad came through on its way to Miami.



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The State Legislature established Palm Beach County as Florida's 47th County on July 1, 1909. Prior to that time, the area was part of Dade County. Palm Beach County originally encompassed Lake Okeechobee and the areas that became Broward County in 1915, Okeechobee County in 1917, and Martin County in 1925. In 1963, the State of Florida partitioned Lake Okeechobee among all of the counties that border it.

The first County Commission meeting was held July 6, 1909 and West Palm Beach was designated the County Seat. By 1910, the County's population had grown to more than 5,500 residents.

The entire County experienced tremendous growth and development following World War I. The building and population increase produced a great land boom in the early 1920's. Contributing to the land boom were the climate, an increase in the use of the automobile and a growing network of roads. The State encouraged the influx of new residents during the period by promising never to pass state income or inheritance taxes. The 1926 Florida Land Bust, the 1926 and 1928 hurricanes, and the 1929 stock market crash drastically affected the local economy, but these events did not stop growth entirely due to the prior establishment of major transportation facilities.

World War II brought many changes to the County, including air bases and new jobs. After the war, Grace Morrison Field was expanded and became Palm Beach International Airport. During the same time period, small specialized businesses, many electronic-oriented, joined industrial giants like Pratt-Whitney and IBM in establishing plants in Palm Beach County.

The County remained largely undeveloped through the 1950's as evidenced by a 1960 population of less than 250,000. Although some citizens felt that it had lost its natural, unspoiled quality, many leaders welcomed urbanization and actively promoted growth and development.

In the late 1960's and early 1970's large numbers of middle and upper income retirees began to move to Florida, prompting developers to build new subdivisions and cities. During this same period, the advent of air conditioning greatly enhanced the living and working environment, further increasing the pace of development.

Throughout the 1980's, the economy and the construction industry thrived as the population grew by approximately 5% per year. The national recession that occurred in the early 1990's reduced the County's growth rate to an average of approximately 2% annually. The County's estimated population for FY 1996-97 is 1,000,722 and is expected to continue to increase by at least 20,000 + residents each year.

### **Form of Government**

As a result of the November 6, 1984 general election, Palm Beach County became a Home Rule Charter County on January 1, 1985. This "Home Rule" allows residents, through their elected commissioners, greater independence in determining how their County government will function and what services it will provide. Major advantages resulting from changing to this form of government include:

- allowing the County to pass its own ordinances and laws as long as they do not conflict with state and federal laws;



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- providing initiative procedures that allow voters to create, modify and amend local laws;
  - providing a process to modify or amend the Charter; and
  - providing voters with a process to recall County Commissioners for cause.

The Board of County Commissioners, which is the legislative branch of County government, adopts ordinances and resolutions to establish programs that protect and maintain the health, safety and welfare of County residents. In 1990, the Board changed from five at-large Commissioners to seven, each representing a single-member district. Each Commissioner is elected to a four-year term by voters in the district in which they reside. Every two years, Commissioners elect a Chair to preside over meetings and serve as ceremonial head of the County. A Vice-Chair is also selected to assume these duties in the absence of the Chair.

The County Commission considers major problems facing County government and guides the growth and development of the County consistent with the public interest. Major areas of public interest under the control of the Board include:

- provision of fire protection and disaster relief services;
- construction and maintenance of County buildings, roads and bridges;
- provision of programs of housing, community development, slum clearance, conservation, flood and beach erosion control and air pollution control;
- adoption and enforcement of building and housing codes and regulations;
- preservation of natural resources;
- preparation, review and periodic amendment of the Comprehensive Land Use Plan for the development of the unincorporated portion of the County; and
- provision of cultural and recreational facilities and programs.

Additionally, the Board may enter into agreements with other governmental agencies for the joint performance of duties.

The Commission appoints the Chief Executive Officer, i.e., the County Administrator, who implements Board-approved programs and manages the day-to-day operations of County government. With Commission approval, the County Administrator appoints Assistant County Administrators and Department Directors.

The County's Departments under the County Administrator are organized into two groups: General Operations Departments, which provide direct services to residents; and Central Services Departments.

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**General Operating Departments include:**

- Airports
- Community Services
- County Cooperative Extension Services
- County Library
- Engineering & Public Works
- Environmental Resources Management
- Fire-Rescue
- Housing & Community Development
- Parks & Recreation
- Planning, Zoning & Building
- Public Safety
- Tourist Development
- Water Utilities

**Central Services Departments include:**

- County Administration
- County Attorney
- Employee Relations & Personnel
- Facilities Development & Operations
- Financial Management & Budget
- Information Systems Services
- Internal Audit
- Public Affairs
- Purchasing
- Risk Management

In addition to the County Administrator, the Board of County Commissioners appoints County residents to serve as volunteers on various citizens' boards, commissions, committees and councils. These groups are established for advisory and/or regulatory purposes. State law creates some advisory boards, while others are formed by the County Commission to meet special needs and to help solve the challenging issues facing County government.

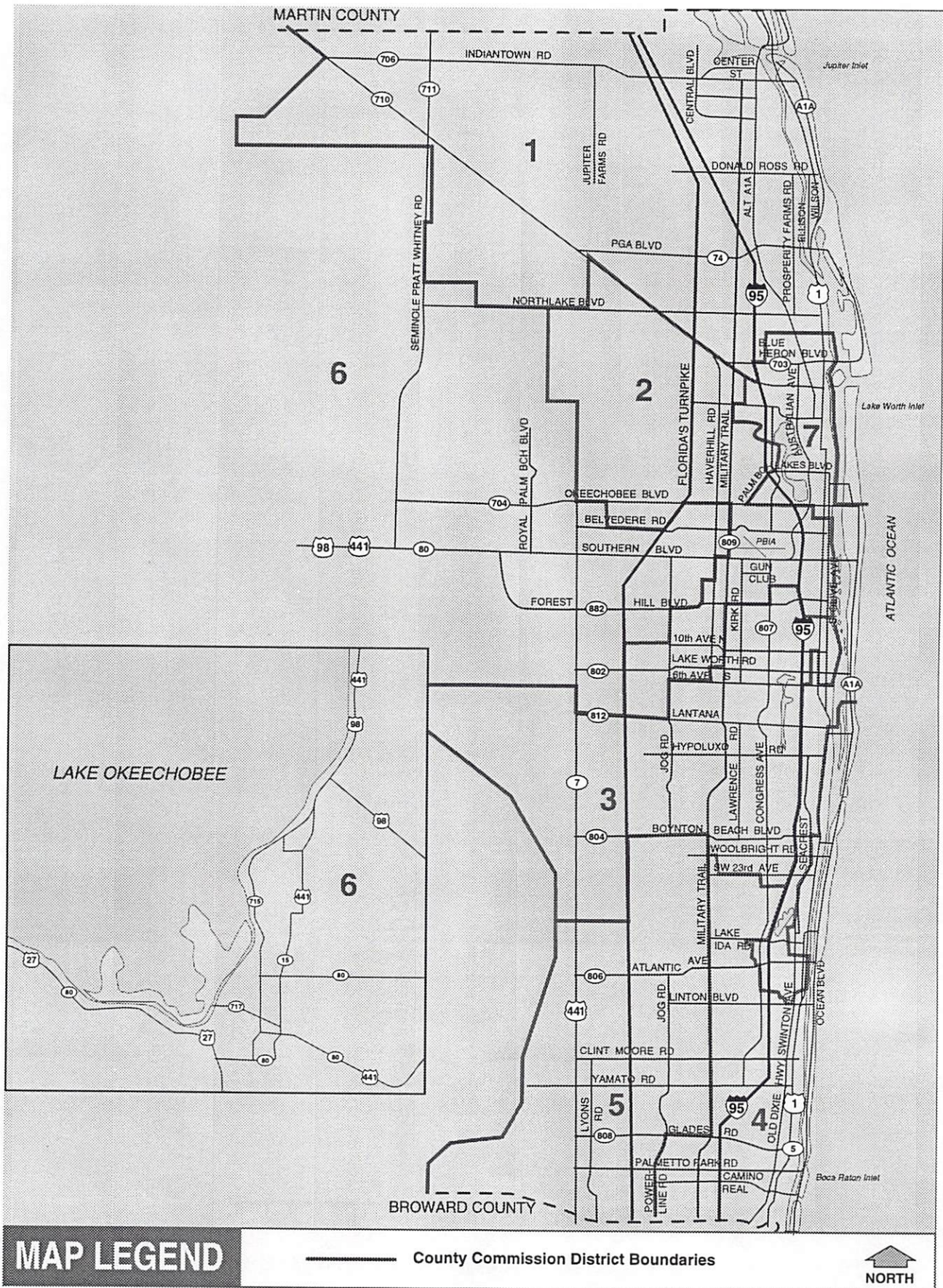
Constitutional Officers and the Judiciary are the County Officials, other than the County Commissioners, who are elected by the voters. The Clerk of the Circuit and County Courts, Property Appraiser, Sheriff, Supervisor of Elections, Public Defender, State Attorney and the Tax Collector are the Constitutional Officers elected to four-year terms in general elections.

Palm Beach County is not a consolidated or "metro" form of government. The Palm Beach County School System is governed by a non-partisan elected School Board and operates under the direction of a School Board-Appointed Superintendent. The County Commission has no jurisdiction over the School Board.

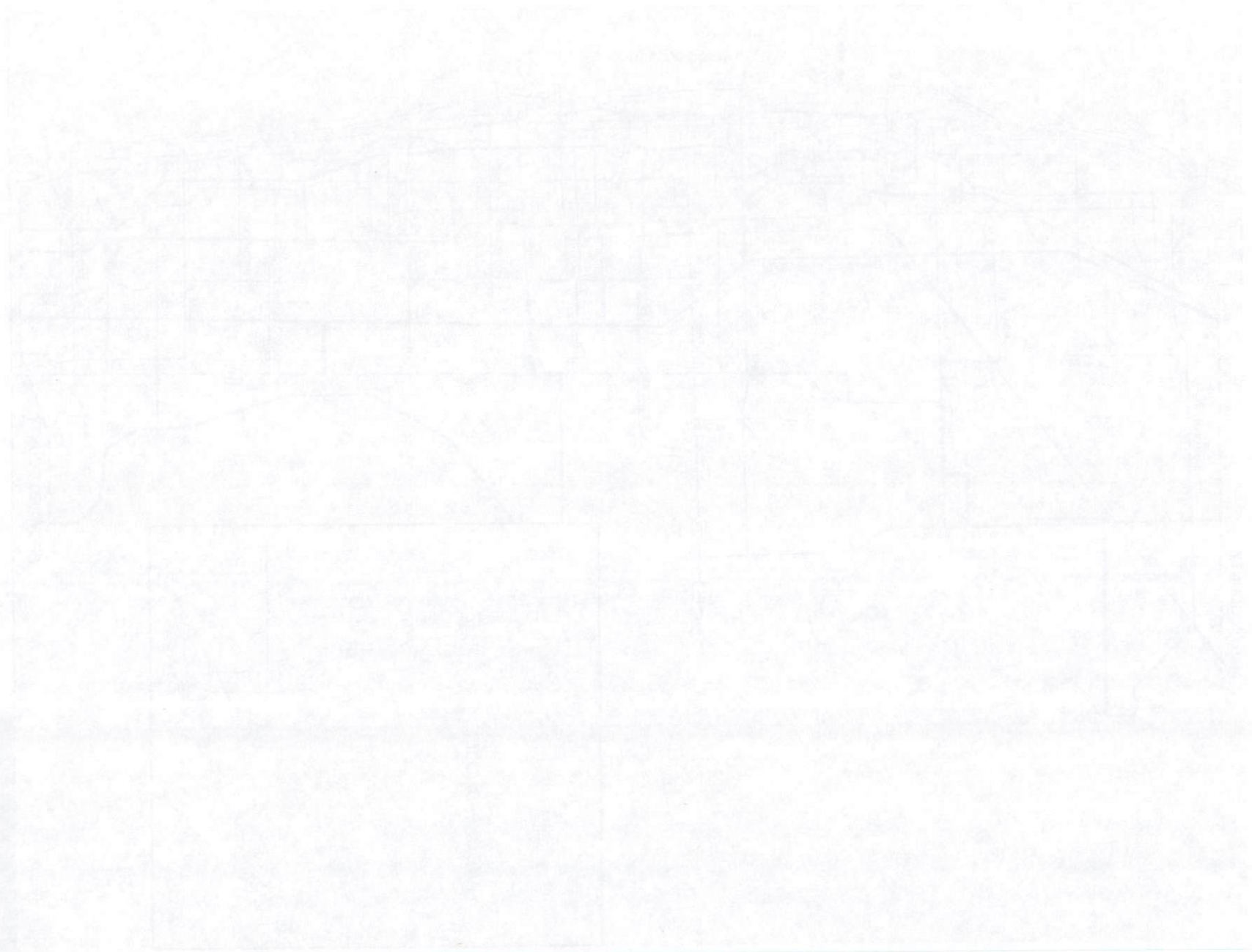




# Board of County Commissioners Commission Districts







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The South Florida Water Management District, Children's Services Council, Health Care District, Drainage Districts, Inlet Districts and municipalities within the County also are not under the authority of the Board of County Commissioners.

### **Economic Trends**

Palm Beach County is Florida's largest county in area, third in population and ninth in density. Growth has been the major influencing factor of the County in the last several years. Population has increased approximately 2% annually since 1990, compared to double and triple that rate in the 1980's. The total non-exempt property valuation has increased 11.2% in the last five years.

Tourism and agriculture, together with the related service industries, are the leading sources of income for the County's residents. The "Glades" region is one of the nation's most productive agriculture areas. Palm Beach County is the largest agricultural county in Florida and the fourth largest in the United States, with annual sales in excess of \$2 billion. The County government is making a concentrated and continuing effort to increase the number of visitors to our area each year. Manufacturing, primarily electronics and other high tech products, also plays an important role in the County's local economy.

The County's labor force of approximately 460,000 earns a per capita income that is almost 150% of the national average. The largest employers in the County are:

| <b><u>Company</u></b>       | <b><u>Produce/Service</u></b> | <b><u>Employees*</u></b> |
|-----------------------------|-------------------------------|--------------------------|
| School Board                | Education                     | 15,300                   |
| Palm Beach County           | Government                    | 8,300                    |
| Pratt & Whitney             | Jet Engines                   | 4,900                    |
| Motorola                    | Electronic Pagers             | 3,200                    |
| Intracoastal Health Systems | Health Care                   | 2,800                    |
| Florida Power & Light       | Utility                       | 2,000                    |
| Flo Sun Inc.                | Agriculture                   | 2,300                    |
| Office Depot                | Retail - Office Supplies      | 2,200                    |
| Boca Raton Resort & Club    | Hotel                         | 1,850                    |
| Columbia JFK Medical Center | Health Care                   | 1,700                    |

\*Rounded



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### **Property Taxes**

Property taxes are a lien on all taxable property as of January 1 of each year. Taxes are due November 1 and are payable by April 1 of the following year. Each parcel of property is assessed to the last known owner as established from the latest recorded deed or tax return.

There are three types of property which are subject to an ad valorem tax (a tax based on the assessed value of real or personal property). The three types are:

**Real Estate** - covering land and the improvements thereon;

**Tangible Personal Property** - including property such as business fixtures, equipment and machinery; and

**Intangible Personal Property** - including stock, bonds (except those exempt), mortgages accounts receivable, mutual funds, notes, trusts, estates, etc. (This is a State tax handled directly by the State of Florida.)

All property owners who maintain their permanent home on the property are entitled to a "Homestead Exemption" which exempts the first \$25,000 of assessed value of the property from ad valorem taxes. Additional exemptions are also available to widows, widowers, disabled veterans and totally disabled non-veterans.

The Board of County Commissioners levies a Countywide millage that applies to all property owners in the County on the net assessed value of property. (Millage is the rate used to determine the amount of tax. A mill is one-tenth of a cent, or \$1.00 of tax for each \$1,000 of net assessed value.)

Palm Beach County Fire-Rescue and the County Library are dependent districts under the control of the Board of County Commissioners. They levy millages that apply to all property owners in the unincorporated portion of the County and residents of the municipalities that have elected to join the districts rather than provide the services themselves. Municipalities that belong to these districts are shown on Page B-7. The municipalities also levy millages to finance their local government's operating costs.

In addition to the Board of County Commissioners and municipalities, various other taxing districts levy millages that affect all property owners in the County or property owners in the particular districts. These taxing districts are shown on Page B-8.

The other entities in the County that levy property taxes are drainage districts. These taxes are not based on the value of the property, but on the number of acres in the parcel. Each district assesses an "Acreage Levy", a fixed amount for each acre or part thereof, to cover the maintenance and debt of the drainage facilities in the district. Additionally, some districts assess a "Parcel Levy", a fixed amount per parcel, to cover the cost of road maintenance and debt within the district.

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## Municipalities in the County Library Taxing District

|               |                      |
|---------------|----------------------|
| Atlantis      | Jupiter Inlet Colony |
| Belle Glade   | Lake Clarke Shores   |
| Briny Breezes | Mangonia Park        |
| Cloud Lake    | Ocean Ridge          |
| Glen Ridge    | Pahokee              |
| Golf          | Palm Beach Gardens   |
| Golfview      | Palm Beach Shores    |
| Greenacres    | Royal Palm Beach     |
| Haverhill     | South Bay            |
| Hypoluxo      | South Palm Beach     |
| Juno Beach    | Tequesta             |
| Jupiter       | Wellington           |

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## Municipalities in the Fire-Rescue Taxing District

|            |                    |
|------------|--------------------|
| Cloud Lake | Juno Beach         |
| Glen Ridge | Jupiter            |
| Golfview   | Lake Clarke Shores |
| Haverhill  | Wellington         |

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## Countywide Taxing Districts

Board of Education  
3300 Forest Hill Boulevard  
West Palm Beach, FL 33406  
Telephone: 434-8000

Health Care District  
324 Datura Street Suite 401  
West Palm Beach, FL 33401  
Telephone: 659-1270

Children's Services Council  
3111 S. Dixie Highway Suite 243  
West Palm Beach, FL 33405  
Telephone: 655-1010

South Florida Water Management District  
3301 Gun Club Road  
West Palm Beach, FL 33406  
Telephone: 686-8800

Florida Inland Navigation District  
1314 Marcinski Road  
Jupiter, FL 33477  
Telephone: 627-3386

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## Non-Countywide Taxing Districts

Greater Boca Raton Beach District  
201 W. Palmetto Park Road  
Boca Raton, FL 33432  
Telephone: 393-7877

Loxahatchee River Environmental  
Control District  
2500 Jupiter Park Drive  
Jupiter, FL 33458  
Telephone: 747-5700

Jupiter Inlet District  
400 N. Delaware Boulevard  
Jupiter, FL 33458  
Telephone: 746-2223

Port of Palm Beach  
P.O. Box 9935  
Riviera Beach, FL 33404  
Telephone: 842-4201



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### **Municipalities**

There are 38 municipalities within the County encompassing a total of 275.39 square miles, or 12.1% of the County's area. As of FY 1996, 54.8% of the population resided within incorporated areas. West Palm Beach is the largest city both in size and population with 78,370 residents within 54.28 square miles. Cloud Lake is the smallest with 121 people living within .06 square miles. Fifteen municipalities are less than one square mile.

During the past 25 years, Palm Beach County has experienced a much higher rate of growth in the unincorporated area than within the municipalities. Over that period of time, population in the unincorporated area increased by 116% compared to 33% in cities. This is reflective of both new residents' preference for the unincorporated area and the migration of many citizens from the older coastal cities to newer developments to the west in the unincorporated areas. This trend has persisted despite an area increase of 45% in municipalities due to annexations.

Population data as of April 1, 1996, and incorporated area data for each municipality, as well as city hall mailing addresses are presented on the following four pages.

## Municipalities Population and Size

| <u>Municipality</u>  | <u>Population</u> | <u>Square Miles</u> |
|----------------------|-------------------|---------------------|
| Atlantis             | 1,694             | 1.35                |
| Belle Glade          | 16,858            | 3.88                |
| Boca Raton           | 67,754            | 27.08               |
| Boynton Beach        | 50,940            | 15.70               |
| Briny Breezes        | 398               | 0.07                |
| Cloud Lake           | 121               | 0.06                |
| Delray Beach         | 52,039            | 14.11               |
| Glen Ridge           | 219               | 0.16                |
| Golf                 | 195               | 0.85                |
| Golfview             | 153               | 0.18                |
| Greenacres           | 23,733            | 4.24                |
| Gulfstream           | 707               | 0.80                |
| Haverhill            | 1,187             | 0.58                |
| Highland Beach       | 3,264             | 0.62                |
| Hypoluxo             | 1,371             | 0.63                |
| Juno Beach           | 2,659             | 1.02                |
| Jupiter              | 30,599            | 15.33               |
| Jupiter Inlet Colony | 421               | 0.22                |
| Lake Clarke Shores   | 3,640             | 1.02                |
| Lake Park            | 6,887             | 2.39                |
| Lake Worth           | 29,598            | 6.12                |
| Lantana              | 8,477             | 2.81                |
| Manalapan            | 330               | 0.48                |
| Mangonia Park        | 1,392             | 0.72                |
| North Palm Beach     | 11,855            | 3.84                |
| Ocean Ridge          | 1,635             | 0.98                |
| Pahokee              | 6,935             | 6.42                |
| Palm Beach           | 9,790             | 3.24                |
| Palm Beach Gardens   | 31,909            | 53.90               |
| Palm Beach Shores    | 1,028             | 0.29                |
| Palm Springs         | 9,950             | 1.43                |
| Riviera Beach        | 27,782            | 7.38                |
| Royal Palm Beach     | 17,668            | 10.79               |
| South Bay            | 3,329             | 1.75                |
| South Palm Beach     | 1,498             | 0.10                |
| Tequesta Village     | 4,673             | 1.90                |
| Wellington           | 26,148            | 28.67               |
| West Palm Beach      | 78,370            | 54.28               |
| Unincorporated Area  | 442,933           | 1,992.92            |
| <b>Total:</b>        | <u>980,139</u>    | <u>2,268.31</u>     |



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## Municipalities

Atlantis  
260 Orange Tree Drive  
Atlantis, FL 33462  
Telephone: 965-1744

Belle Glade  
110 S.W. Avenue E  
Belle Glade, FL 33430  
Telephone: 996-0100

Boca Raton  
201 W. Palmetto Park Rd.  
Boca Raton, FL 33432  
Telephone: 393-7700

Boynton Beach  
100 E. Boynton Beach Blvd.  
Boynton Beach, FL 33435  
Telephone: 734-8111

Briny Breezes  
5000 N. Ocean Blvd.  
Boynton Beach, FL 33435  
Telephone: 276-7405

Cloud Lake  
100 Lang Road  
West Palm Beach, FL 33406  
Telephone: 686-2815 , 683-8296

Delray Beach  
100 N.W. First Avenue  
Delray Beach, FL 33444  
Telephone: 243-7200

Glen Ridge  
1660-C Southern Blvd.  
West Palm Beach, FL 33406  
Telephone: 478-0151

Golf  
21 Country Road  
Village of Golf, FL 33436  
Telephone: 732-0236

Golfview  
9 Hazzard Street  
West Palm Beach, FL 33406  
Telephone: 683-9520

Greenacres  
5985 10th Avenue North  
Greenacres, FL 33463  
Telephone: 642-2000

Gulfstream  
100 Sea Road  
Gulfstream, FL 33483  
Telephone: 276-5116

Haverhill  
4585 Charlotte Street  
Haverhill, FL 33417  
Telephone: 689-0370

Highland Beach  
3614 South Ocean Blvd.  
Highland Beach, FL 33487  
Telephone: 278-4548

Hypoluxo  
7580 S. Federal Highway  
Hypoluxo, FL 33462  
Telephone: 582-0155

Juno Beach  
340 Ocean Drive  
Juno Beach, FL 33408  
Telephone: 626-1122

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Jupiter  
210 Military Trail  
Jupiter, FL 33458  
Telephone: 746-5134

Jupiter Inlet Colony  
P.O. Box 728  
Jupiter, FL 33468  
Telephone: 746-3787

Lake Clarke Shores  
1701 Barbados Road  
West Palm Beach, FL 33406  
Telephone: 964-1515

Lake Park  
535 Park Avenue  
Lake Park, FL 33403  
Telephone: 848-3460

Lake Worth  
7 North Dixie Highway  
Lake Worth, FL 33460  
Telephone: 586-1600

Lantana  
500 Greynolds Circle  
Lantana, FL 33462  
Telephone: 582-9094

Manalapan  
600 South. Ocean Blvd.  
Manalapan, FL 33462  
Telephone: 585-9477

Mangonia Park  
1755 East Tiffany Drive  
Mangonia Park, FL 33407  
Telephone: 848-1235

North Palm Beach  
501 U.S. Highway #1  
North Palm Beach, FL 33408  
Telephone: 848-3476

Ocean Ridge  
6450 North Ocean Blvd  
Ocean Ridge, FL 33435  
Telephone: 732-2635

Pahokee  
171 North Lake Avenue  
Pahokee, FL 33476  
Telephone: 924-5534

Palm Beach  
P.O. Box 2029  
Palm Beach, FL 33480  
Telephone: 838-5400

Palm Beach Gardens  
10500 North Military Trail  
Palm Beach Gardens, FL 33410  
Telephone: 775-8250

Palm Beach Shores  
247 Edwards Lane  
Palm Beach Shores, FL 33404  
Telephone: 844-3457

Palm Springs  
226 Cypress Lane  
Palm Springs, FL 33461  
Telephone: 965-4010

Riviera Beach  
600 W. Blue Heron Blvd.  
Riviera Beach, FL 33404  
Telephone: 845-4000



Royal Palm Beach  
1050 Royal Palm Beach Blvd.  
Royal Palm Beach, FL 33411  
Telephone: 790-5100

South Bay  
335 S.W. Second Avenue  
South Bay, FL 33493  
Telephone: 996-6751

South Palm Beach  
3577 South Ocean Blvd.  
South Palm Beach, FL 33480  
Telephone: 588-8889

Tequesta  
357 Tequesta Drive  
Tequesta, FL 33469  
Telephone: 575-6200

Wellington  
14000 Greenbriar Blvd.  
Wellington, FL 33414  
Telephone: 791-4000

West Palm Beach  
P.O. Box 3366  
West Palm Beach, FL 33402  
Telephone: 659-8000

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## Bond Ratings

Ratings for the County's outstanding bond issues are as follows:

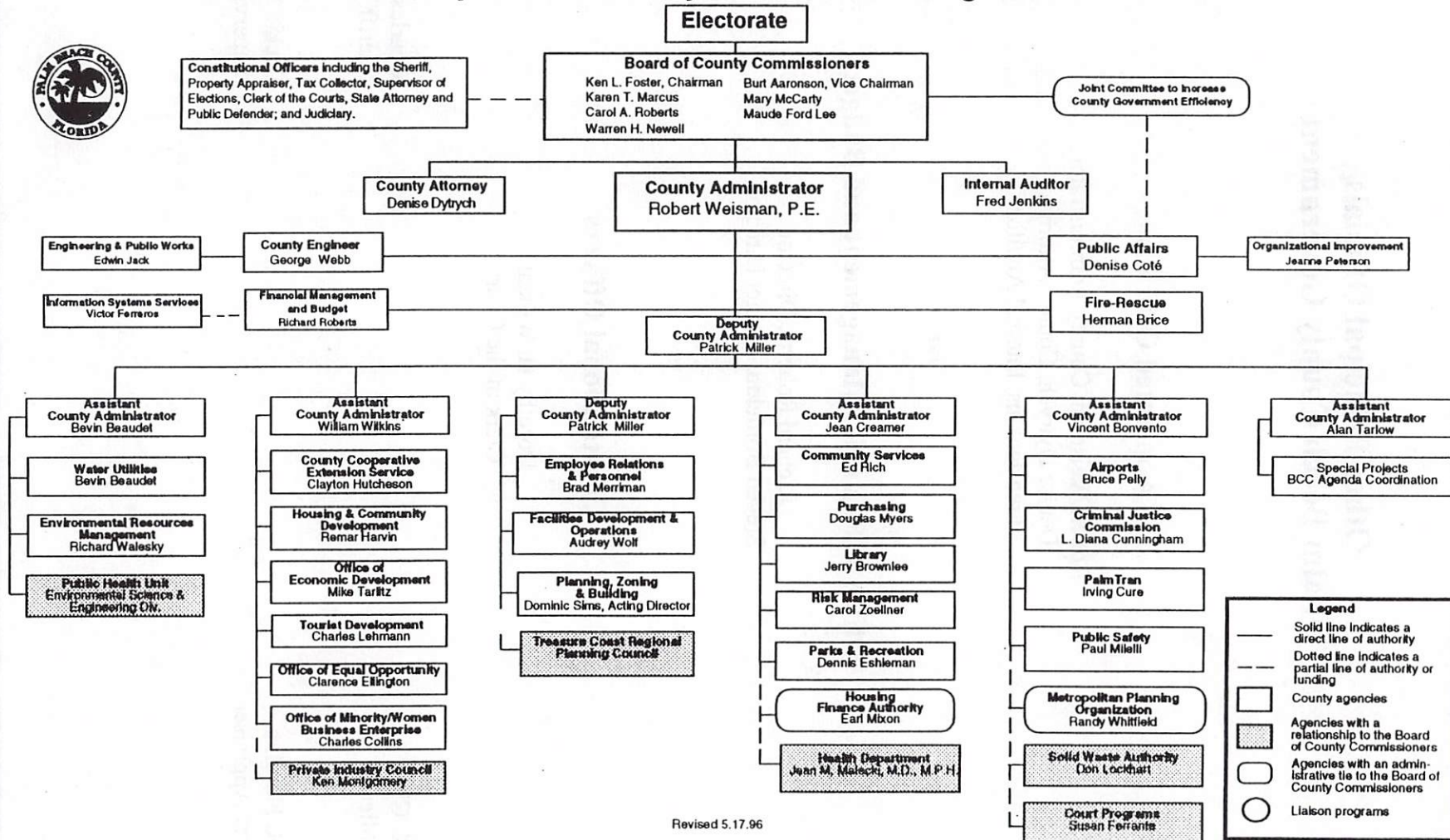
| <u>Bond Issue</u>   | <u>Moody's<br/>Investor's<br/>Service</u> | <u>Standard<br/>&amp; Poor's</u> |
|---|---|----------------------------------|
| 50M Environmental Sensitive Lands GO Bonds, Series 1994           | Aa  | AA                               |
| 1.950M GO Ref Bonds, Series 1994A                                 | Aa  | AA                               |
| 57.44M GO Ref Bonds, Series 1994B                                 | Aa  | AA                               |
| 23.375M GO Refunding Bonds, Series 1993                           | Aa  | AA                               |
| 50M Environmental Sensitive Lands GO Bonds, Series 1991           | Aa  | AA                               |
| 26.38M Criminal Justice Fac. Rev Bonds Series 1994                | Aaa                                       | AAA                              |
| 9.375M Non-AdValorem Rev. Bonds, Series 1995                      | Aaa                                       | AAA                              |
| 8.585M Pub Impv Rec Fac Rev Bonds, Series 1994                    | Aaa                                       | AAA                              |
| 15.175M Public Impr. Revenue Bonds, Series 1995                   | Aaa                                       | AAA                              |
| 26.3M Parks & Rec. Fac. Revenue Bonds, Series 1996                | Aaa                                       | AAA                              |
| 2.5M Improvement Bonds, Series 1967                               | A   | A                                |
| 1M Glades Health Facility, 1984                                   | Not Rated                                 | Not Rated                        |
| 22.245M Revenue Refunding Bonds, Series 1993                      | Aaa                                       | AAA                              |
| 26.515M Rev Ref Bonds, 1993 Refund Series 1986 Pub Impv Bonds     | Aaa                                       | AAA                              |
| 30.73M Beach Acq Refunding, Series 1993                           | Aaa                                       | AAA                              |
| 233.62M Criminal Justice Facilities Bonds, Series 1990            | Aaa                                       | AAA                              |
| 117.485M Criminal Justice Facilities Refunding Bonds, Series 1993 | Aaa                                       | AAA                              |
| 10.47M Airport Centre Rev. Bonds, Series 1992                     | Aaa                                       | AAA                              |
| 90.69M Airport Ref. Revenue Bonds, Series 1992                    | Aaa                                       | AAA                              |
| 3.85M Airport Sys. Taxable Subordinated Indebtedness Series 1989  | Aaa                                       | AAA                              |
| 94.815M Airport Ref. Revenue Bonds, Series 1991                   | Aaa                                       | AAA                              |
| 56.745M Water & Sewer System, Series 1984                         | Aaa                                       | AAA                              |
| 18.645M Water & Sewer System, Series 1985                         | Aaa/VMIG 1                                | Not Rated                        |
| 59.53M W&S Ref. Revenue Bonds, Series 1986                        | Aaa                                       | AAA                              |
| 38M W&S Revenue Bonds Series 1989                                 | Aa  | AA                               |
| 15M W&S Revenue Bonds, Series 1993A                               | Aaa                                       | AAA                              |
| 29.875M W&S Revenue Bonds, Series 1993B                           | Aaa                                       | AAA                              |
| 54.65M W&S Revenue Bonds, Series 1995                             | Aaa                                       | AAA                              |

## Other

On February 11, 1981, an election was held in which Palm Beach County's blue-collar workers selected the Communication Workers of America to represent them. On May 12, 1981, the Communications Workers of America was certified as sole and exclusive bargaining agent with respect to wages, hours, terms and conditions of employment for employees within the bargaining unit. The bargaining unit consists primarily of Palm Beach County's blue-collar workers.



# Palm Beach County Board of County Commissioners Organizational Structure



Revised 5.17.96

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## **Other Principal Officials Palm Beach County Government**

### **Appointed Officials**

Robert Weisman, County Administrator  
Denise Dytrych, County Attorney  
Fred Jenkins, Internal Auditor

### **Office of Financial Management and Budget**

Richard Roberts, Director  
Steven Bordelon, Budget Director

### **Constitutional Officers**

Dorothy H. Wilken  
Clerk of the Court

John K. Clark  
Tax Collector

Charles McCutcheon  
Sheriff

Gary R. Nikolits  
Property Appraiser

Jackie Winchester  
Supervisor of Elections



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## **Budget Philosophy And Process**

### **Philosophy**

Palm Beach County is committed to providing quality service to its residents, at the lowest possible cost, in order to minimize taxpayer burden. In developing the County's financial plan, or budget, attention is first given to assuring that the budget will be in balance, both on an overall basis and in each of the County's funds. Any potential imbalances are eliminated by the County Administrator before the Tentative Budget is presented to the Board of County Commissioners for consideration and adoption at Public Hearings.

### **Process**

#### **Fiscal Year**

Palm Beach County's Budget is based on a fiscal, rather than calendar, year. The fiscal year begins on October 1 and ends on September 30. Thus, FY 1996-97 runs from October 1, 1996 through September 30, 1997.

#### **Statutory Requirements**

In the State of Florida, county budgets are governed by State Statutes. Chapter 129 of the Florida Statutes, entitled "County Annual Budget", specifically directs that (among other requirements) a budget be prepared annually, and that it must be balanced. It further provides for amendment of the budget in limited circumstances, and prohibits expenditures in excess of budgeted amounts.

#### **Funds Included**

The County's budget is consolidated, and presents the planned disposition of all available resources in all funds. The total budget is appropriated by the Board of County Commissioners as the adopted financial plan for the County for the ensuing fiscal year.

#### **Basis of Accounting**

The County's accounting records for general governmental operations are maintained on the modified accrual basis; i.e., revenues are recorded when available and measurable, and expenditures are recorded when the services or goods are received and the related liabilities are incurred. The County's proprietary operations are maintained on the full accrual basis; i.e., revenues are recognized when earned and expenses are recognized when incurred.

#### **Budget Development Process**

Initial projections of tax requirements for FY 1996-97 indicated that a tax increase of up to three-fourths of a mill above rollback could be necessary in order to maintain service levels. Instructions for the FY 1996-97 budget were formulated with the goal of achieving a budget with the Countywide millage at the same rate as FY 1995-96. Departments were allowed a 4% increase in personal services to accommodate anticipated salary increases. Other operating costs were limited to FY 1995-96 levels less one-time costs plus the annualization of FY 1995-96 budgeted supplemental requests, unless increases were adequately justified as being uncontrollable.



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All Department requests were due from March 15-29, with Constitutional Officers' proposed budgets due May 1st or as specified by State Statute. Based on the submittals and updated revenue projections, the Countywide millage rate was recalculated at the FY 1995-96 level at a workshop with the Board of County Commissioners on May 30th. Based on Board direction at the workshop, minor changes were made and a tentative budget distributed July 2nd.

The Board held a meeting on July 11th to consider the recommended budget. At the conclusion of this workshop, a Tentative Budget was approved. Two Public Hearings were held on September 9th and 26th to receive public comments on the Tentative Budget and adopt a final FY 1996-97 budget.

The Adopted Budget became effective on October 1, 1996.

### **Amendments after Adoption**

Florida Statutes specifically direct that, upon the final adoption of the budgets, the budgets shall regulate the expenditures of the County and the itemized estimates of expenditures shall have the effect of fixed appropriations and shall not be amended or altered or exceeded except as provided by the Statutes.

The Board of County Commissioners at any time within a fiscal year may amend a budget for that year as follows:

1. Appropriations for expenditures in any fund may be decreased and other appropriations in the same fund correspondingly increased with the approval of the Board of County Commissioners provided that the total appropriations of the fund not be changed.
2. Appropriations from the reserve for contingencies may be made to increase the appropriation for any particular expense in the same fund for any lawful purpose, but no expenditures shall be charged directly to the reserve for contingencies.
3. The reserve for future construction and improvements may be appropriated by the Board for the purpose(s) for which the reserve was established.
4. A receipt from a source not anticipated in the budget and received for a particular purpose, including but not limited to grants, donations, gifts, or reimbursement for damages, may, upon approval by the Board, be appropriated and expended for that purpose, in addition to the appropriations and expenditures provided for in the budget. Such receipts and appropriations shall be added to the budget of the proper fund.
5. Increased receipts for enterprise or proprietary funds received for a particular purpose may, upon approval by the Board, be appropriated and expended for that purpose, in addition to the appropriations and expenditures provided for in the budget.

Florida Statutes provide for the delegation of authority to approve certain types of budget transfers. The Board of County Commissioners has established procedures by which the Director of the Office of Financial Management and Budget may authorize certain transfers which are intra-departmental in nature, such as transfers of appropriations from one line item to another within a department. All other budget transfers and amendments to the adopted budget must be approved by Board action at a regularly scheduled Board meeting.



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## Budget Assumptions

This segment of the budget document indicates some basic directions which were approved by the County Administrator for the preparation of the 1996-97 budget and 1998-02 forecast.

### Factors Outside County Control

- ◆ Inflation rate is assumed to be zero when determining operating expense budgets.
- ◆ Population growth - growth is estimated to be approximately 2.1% per year and will reach 1,000,722 by 1997 and 1,110,305 by 2002.
- ◆ Assessed value of new taxable construction will be \$1.6 billion for 1996-97.
- ◆ Rates for interest income will average 4.8% annually. (Based on nationwide economic projections).
- ◆ Rates for interest expense will average 6% annually. (Based on specific debt issue).

### Factors Within County Control

#### Financial

- ◆ Budgeted contingency amounts will be limited to 1995-96 levels.
- ◆ Budgeted cash reserve levels will be adequate to provide for cash flow requirements.
- ◆ All revenues and expenditures will be projected through 2001-02. Bond issuance will be preceded by a fiscal impact analysis including potential funding sources.

#### Administration

- ◆ 1996-97 Budget submittals will be separated to reflect:
  - a) the costs of continuing existing levels of service, recognizing annualization and inflation, less one-time costs, carryovers and budget reductions.
  - b) the cost of proposed additions to existing levels of service through enhanced levels, new facilities and new initiatives. Supplemental request should be limited to items included in the FY 1996-97 projections. Contact your budget liaison to verify items included in projections. Supplemental requests will be limited to those specifically approved by the Management Team.
- ◆ New positions will be identified, prioritized and detailed justification will be provided.
- ◆ A detailed analysis must accompany all requests for new positions.
- ◆ There will be a 3% across-the-board pay increase on October 1 and up to a 2.0% merit increase on April 1, 1997 for FY 1996-97.

- 
- ◆ Any increases in base budget operating expenses must be justified by the Department and approved by the Management Team.
  - ◆ Solid Waste expenses will increase by 5%.
  - ◆ New positions will generally be budgeted at 75% of the annualized cost. If a new facility is scheduled to be opened during the 1996-97 fiscal year, any new positions to staff the new facility are to be budgeted only for the period of time the new facility will be operational.
  - ◆ Budgeted staffing for peak-period needs should be accomplished by hiring employees who would be the first to go if workload does not warrant continued employment. This would be a condition of employment.
  - ◆ Budget requests will be adequate to assure that safety standards are met.
  - ◆ Application of contract services will be considered as a cost effective alternative wherever possible, especially for new facilities.

#### Equipment Purchases

- ◆ Budget requests for additional equipment will be accompanied by a utilization assessment, comparative buy vs. rent or lease/purchase cost analysis, and a cost analysis of associated maintenance and personnel requirements.
- ◆ Equipment replaced due to age, mileage, or maintenance condition will be disposed of, as trade-in or at auction. The level of equipment inventory should thus not increase. In fact, it may decrease due to the acquisition of more effective equipment.

#### General

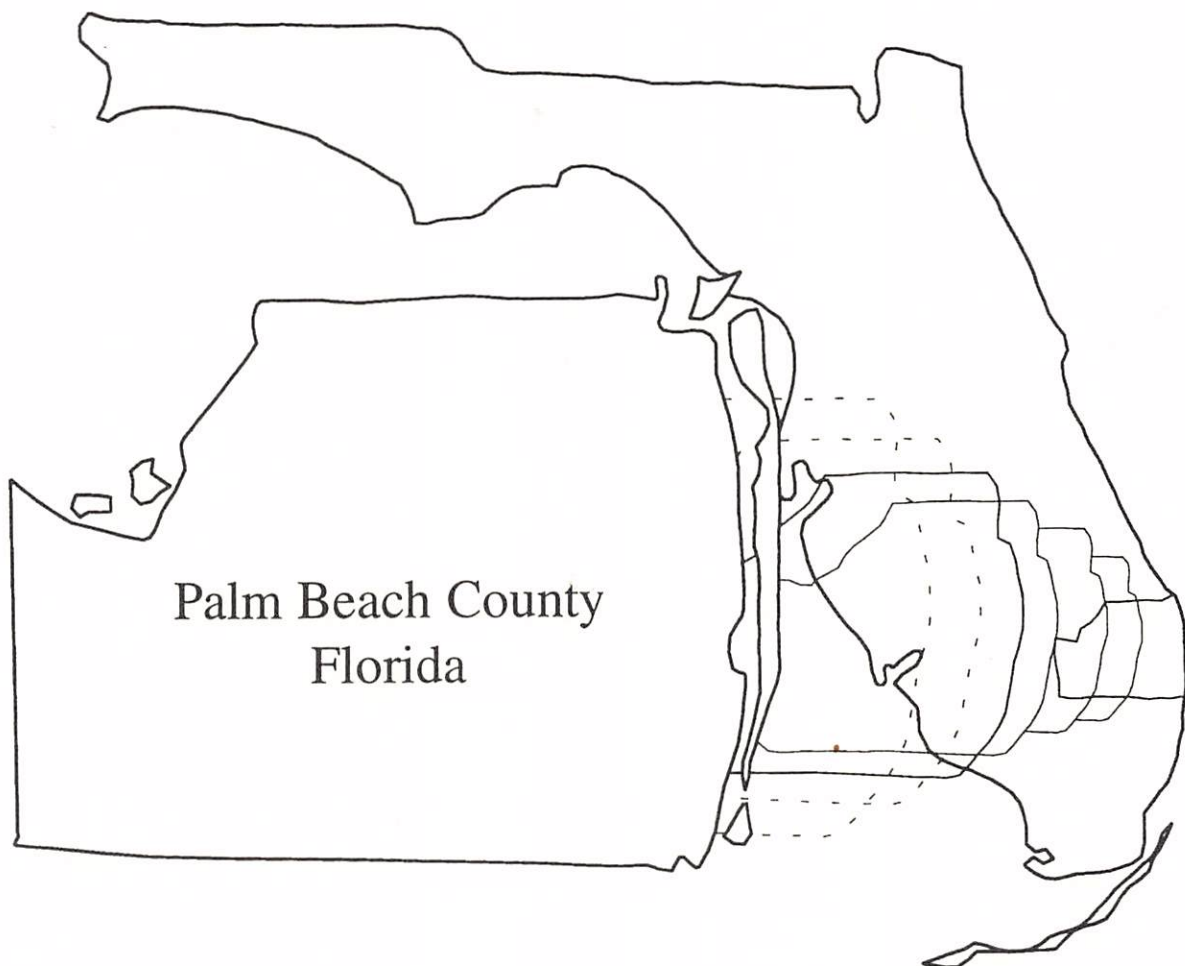
- ◆ New facilities which will become operational in 1996-97 will be identified and requirements for their operation and maintenance will be provided.
- ◆ Budgeted construction management costs will be shown as a component of the related project cost. The ability to provide a total cost of construction management must exist.
- ◆ Capital Improvement Program Budget requests will require prioritization of projects, and identification of associated O & M costs.

#### Other Assumptions

- ◆ Personal services costs will be budgeted to provide for a 1% attrition factor on current and vacant positions.
- ◆ Five-year projections will be developed for all County expenditures and revenues in order to facilitate the update of the Palm Beach County Comprehensive Plan.
- ◆ Departments will submit the Budget in the new Customer Focused Budgeting and Reporting format.



## Budget Summary Information







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# Overview







## Budget Summary Total Comparison

### FY 1995-96 Adopted Budget to FY 1996-97 Adopted Budget

#### What is the Budget?

The **budget** is a plan for the accomplishment of goals and objectives within programs identified as being necessary to the purpose of Palm Beach County government. Included in the format are estimates of the appropriations of the resources required, the tax and non-tax revenues available to support implementation and the number of positions estimated to fulfill the level of service represented by workload measures. In practice, the "budget" may be the plan presented to the appropriating body for adoption, labeled tentative, or the adopted budget, which is the legal authorization to expend County funds during the fiscal year. The budget may be amended during the fiscal year by the governing body in accordance with procedures specified by law and/or administrative order.

#### Total Budget

The total FY 1996-97 Budget is the adopted budget. It includes budget transfers from one fund to another and payments from one County department to another for services received.

#### Net Budget

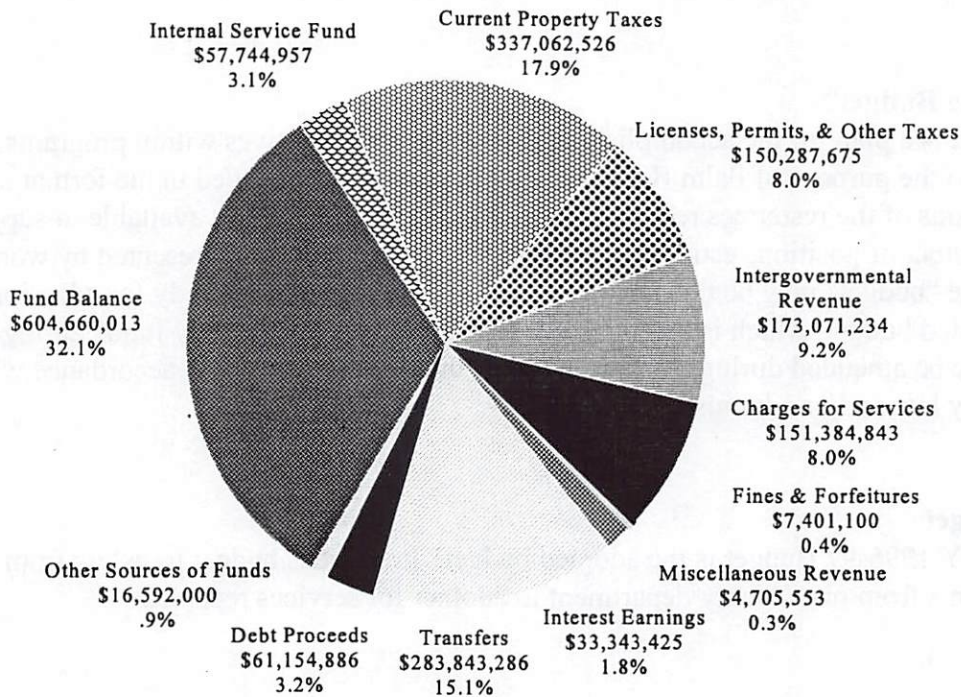
The Net Budget subtracts Internal Service Funds, transfers of money from one fund to another, and payments from one department to another for services rendered, from the total Gross Budget. These reductions from the total Gross Budget are considered double-counted because they do not represent money coming into the County budget as revenue or leaving the County budget as expense. Interfund transfers are necessary to reflect movement of revenues within the legal budget from the fund where received to the fund where the expenditure is to be recorded.

|                              | <b>FY 1995-96<br/>Adopted Budget</b> | <b>FY 1996-97<br/>Adopted Budget</b> |
|------------------------------|--------------------------------------|--------------------------------------|
| Total Budget                 | \$1,786,166,212                      | \$1,881,251,498                      |
| Less: Internal Service Funds | (61,882,185)                         | (68,455,840)                         |
| Interfund Transfers          | (260,665,945)                        | (283,843,286)                        |
| Interdepartmental Charges    | (15,835,257)                         | (16,690,481)                         |
| <b>Net Budget</b>            | <u><b>\$1,447,782,825</b></u>        | <u><b>\$1,512,261,891</b></u>        |
| Budgeted Reserves            | \$406,889,778                        | \$395,469,796                        |
| Budgeted Expenditures        | 1,040,893,047                        | 1,116,792,095                        |
| <b>Net Budget</b>            | <u><b>\$1,447,782,825</b></u>        | <u><b>\$1,512,261,891</b></u>        |



## Sources of Funds By Category

### Total All Funds \$1,881,251,498



County revenues come from many sources, of which Property Taxes represent only 17.9% of the total. Of current revenues (excluding fund balance), property taxes represent 26.4% of the total.

Licenses, Permits, & Other Taxes include permit and building fees, delinquent property taxes, electricity and cable franchise fees, utility service taxes and sales and use taxes.

Intergovernmental Revenues consist of state revenue sharing, gas taxes, and state and federal grants.

Charges for Services include revenues from park user fees, emergency service fees, fire protection fees, bus fares, airport landing fees, water and sewer fees and other types of user fees.

Interest Earnings are revenues generated by funds invested by the County until they are needed for expenditures. Reserves generate a significant amount of interest earnings.

Transfers occur between funds. A transfer out of one fund is reflected as an expense while the offsetting transfer into another funds appears as a revenue.

Debt Proceeds represent revenue from bonds issued for the North County Governmental Center, Sheriff's Motor Pool Facility, Donald Ross Road Bridge, and a Professional Sports Facility. A loan from the General Fund to Fire-Rescue will also fund a pumper truck.

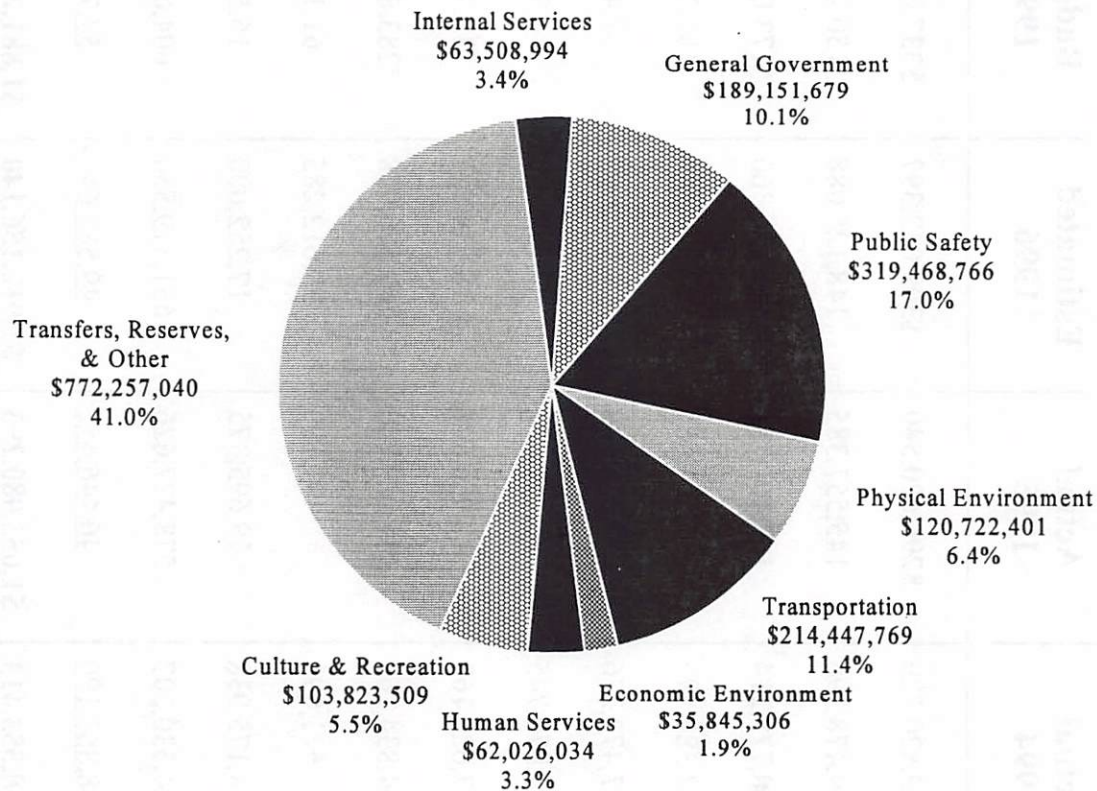
Fund Balance represents carry-over funds from the prior fiscal year, and is 32.1% of the total budget. A major component of Fund Balance is Reserves, which are discussed in the appropriation section.

Internal Service Fund Charges represent revenues received by County Departments for services provided to other County Departments.



## Expenditures By Function

### Total All Funds \$1,881,251,498



**General Government** - Services provided by the County for the benefit of the public and the governmental body as a whole.

**Public Safety** - Services provided by the County for the safety and security of the public.

**Physical Environment** - Functions performed by the County to achieve a satisfactory living environment for the community as a whole.

**Transportation** - Expenditures for developing and improving the safe and adequate flow of vehicles, travelers and pedestrians.

**Economic Environment** - Expenditures used to develop and improve the economic condition of the community and its citizens.

**Human Services** - Expenditures with the purpose of promoting the general health and well-being of the community as a whole.

**Culture and Recreation** - Expenditures to provide County residents opportunities and facilities for cultural, recreational and educational programs.

**Transfers, Reserves and Other** - Funds which are transferred from one County fund to another and funds which are set aside to provide for unforeseen expenses, fund balance and payments of principal for County bonds.

**Internal Services** - Expenses incurred through services provided by one County agency to another.

**Sources of Funds  
Fiscal Years 1993-1997**

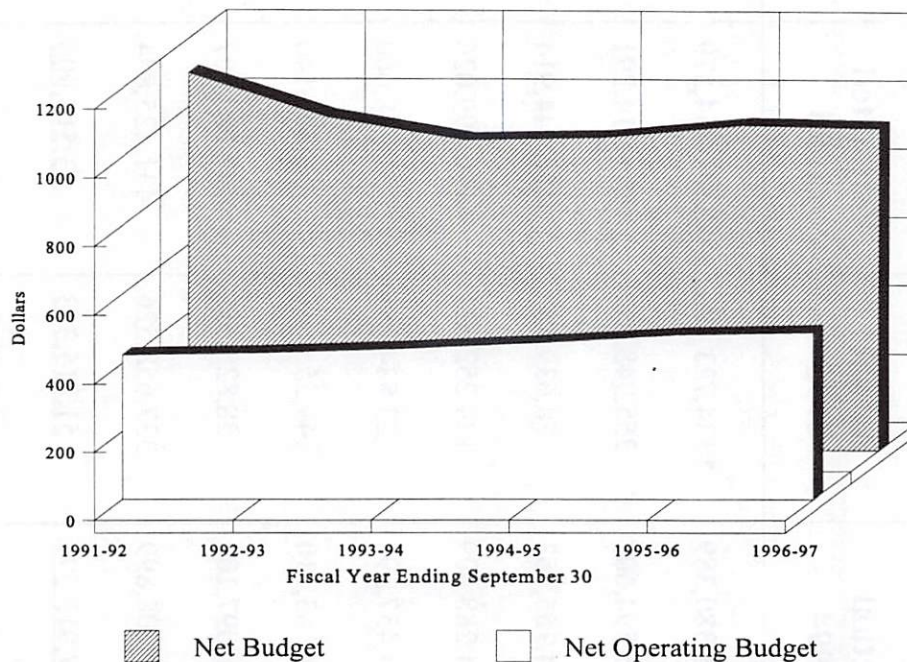
| <b>Character</b>                | <b>Actual<br/>1993</b> | <b>Actual<br/>1994</b> | <b>Actual<br/>1995</b> | <b>Estimated<br/>1996</b> | <b>Budget<br/>1997</b> |
|---------------------------------|------------------------|------------------------|------------------------|---------------------------|------------------------|
| Current Property Taxes          | \$285,595,866          | \$279,820,729          | \$296,620,540          | \$309,032,397             | \$337,062,526          |
| Licenses, Permits & Other Taxes | 109,050,538            | 129,478,396            | 145,557,385            | 148,125,088               | 150,287,675            |
| Intergovernmental Revenues      | 90,533,934             | 100,778,214            | 109,461,781            | 131,335,366               | 173,071,234            |
| Charges for Services            | 121,494,121            | 132,387,595            | 140,654,462            | 144,876,146               | 151,384,843            |
| Fines and Forfeitures           | 8,554,127              | 7,472,276              | 7,655,709              | 7,972,699                 | 7,401,100              |
| Miscellaneous Revenues          | 38,834,707             | 23,970,745             | 28,069,317             | 44,552,129                | 4,705,553              |
| Interest Earnings               | 27,656,857             | 27,620,162             | 41,956,691             | 38,914,847                | 33,343,425             |
| Operating Transfers             | 194,480,588            | 204,834,266            | 238,129,756            | 289,579,978               | 283,843,286            |
| Debt Proceeds                   | 232,434,819            | 621,695                | 405,199                | 99,612,285                | 61,154,886             |
| Other Sources of Funds          | 18,871,832             | 18,175,938             | 19,695,375             | 17,252,000                | 16,592,000             |
| Fund Balance                    | 549,763,519            | 524,530,207            | 578,427,626            | 631,319,554               | 604,660,013            |
| Intragovernmental Revenues      | <u>47,919,872</u>      | <u>38,863,190</u>      | <u>46,446,452</u>      | <u>49,583,651</u>         | <u>57,744,957</u>      |
| <b>Total</b>                    | <b>\$1,725,190,780</b> | <b>\$1,488,553,413</b> | <b>\$1,653,080,293</b> | <b>\$1,912,156,140</b>    | <b>\$1,881,251,498</b> |
|                                 |                        |                        |                        |                           |                        |



**Uses of Funds  
Fiscal Years 1993 - 1997**

| <b>Function</b>             | <b>Actual<br/>1993</b> | <b>Actual<br/>1994</b> | <b>Actual<br/>1995</b> | <b>Estimated<br/>1996</b> | <b>Budget<br/>1997</b> |
|-----------------------------|------------------------|------------------------|------------------------|---------------------------|------------------------|
| General Government          | \$143,440,312          | \$125,380,389          | \$134,723,406          | \$141,754,579             | \$189,151,679          |
| Public Safety               | 231,338,530            | 245,594,607            | 255,948,957            | 278,314,291               | 319,468,766            |
| Physical Environment        | 83,669,643             | 54,355,853             | 78,639,560             | 126,844,914               | 120,722,401            |
| Transportation              | 113,477,199            | 124,288,409            | 124,252,621            | 140,199,026               | 214,447,769            |
| Economic Environment        | 19,904,912             | 24,457,291             | 23,534,251             | 31,718,060                | 35,845,306             |
| Human Services              | 53,063,513             | 51,663,110             | 49,355,649             | 56,800,140                | 62,026,034             |
| Culture/Recreation          | 41,521,948             | 51,097,103             | 58,825,155             | 47,189,307                | 103,823,509            |
| Transfers, Reserves & Other | 515,440,892            | 349,108,899            | 337,658,526            | 431,425,894               | 772,257,040            |
| Internal Services           | <u>43,862,692</u>      | <u>47,915,697</u>      | <u>51,815,353</u>      | <u>53,515,906</u>         | <u>63,508,994</u>      |
| <b>Total</b>                | <b>\$1,245,719,641</b> | <b>\$1,073,861,358</b> | <b>\$1,114,753,478</b> | <b>\$1,307,762,117</b>    | <b>\$1,881,251,498</b> |
|                             |                        |                        |                        |                           |                        |

## Constant Dollar Costs Per Capita



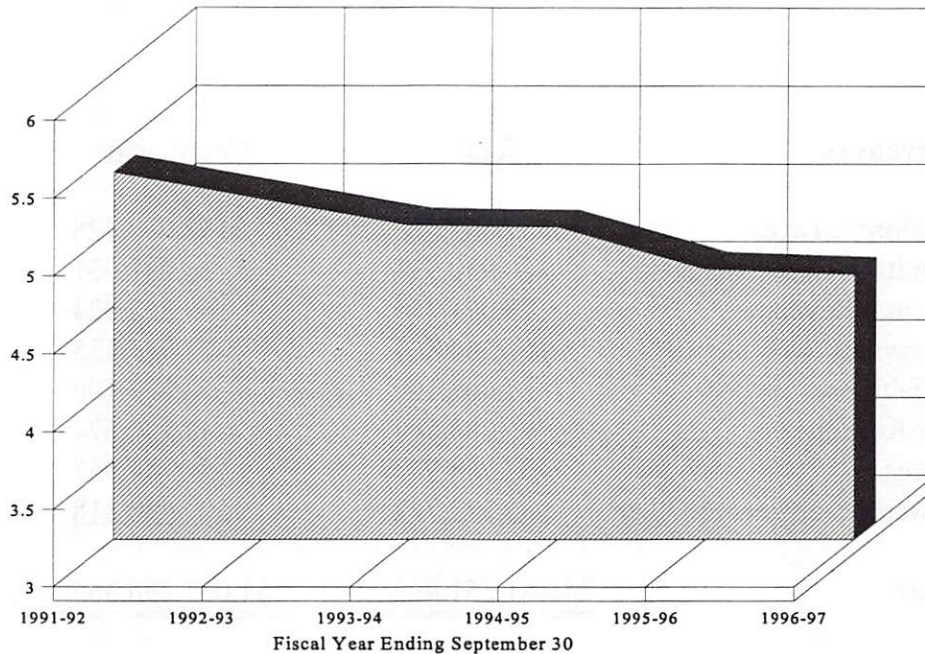
|                             | <u>1991-92</u> | <u>1992-93</u> | <u>1993-94</u> | <u>1994-95</u> | <u>1995-96</u> | <u>1996-97</u> |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Net Budget</b>           | <b>\$1,100</b> | <b>\$973</b>   | <b>\$905</b>   | <b>\$913</b>   | <b>\$950</b>   | <b>\$942</b>   |
| <b>Net Operating Budget</b> | <b>\$424</b>   | <b>\$430</b>   | <b>\$442</b>   | <b>\$460</b>   | <b>\$483</b>   | <b>\$491</b>   |

Palm Beach County's net budgets and net operating budgets for the fiscal years ending September 30, 1992 through 1997 are presented in constant dollars per capita to counter the effects of inflation and growth.

In FY 1996-97, the net budget in constant dollar cost per capita decreased by 0.8%, while the net operating budget in constant dollar cost per capita increased by 1.6%. After increases in prior years to maintain the level of service and provide much needed infrastructure for a growing Palm Beach County, the net budget in constant dollar cost per capita decreased from FY 1991-92 through FY 1993-94, with slight increases in FY 1994-95 and FY 1995-96. At the same time, the net operating budget experienced modest increases during FY 1991-92 through FY 1996-97.



## Board of County Commissioners Employees Per 1,000 Population



| Actual            | Actual            | Actual            | Actual            | Estimated         | Budget            |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <u>FY 1991-92</u> | <u>FY 1992-93</u> | <u>FY 1993-94</u> | <u>FY 1994-95</u> | <u>FY 1995-96</u> | <u>FY 1996-97</u> |
| 5.36              | 5.19              | 5.02              | 5.01              | 4.74              | 4.71              |

Palm Beach County Board of County Commissioners has a total of 4,714 full and part-time employees budgeted for the 1996-97 fiscal year. The number of employees per 1,000 population is being presented in order to reflect the effects of growth. This chart shows the true increases and decreases in employees from the 1991-92 fiscal year through the upcoming 1996-97 fiscal year.

Because personnel costs are a major portion of the County's operating budget, changes in the number of employees per 1,000 population have a direct relationship to the cost of providing services. An increase in employees per 1,000 population could indicate that the County is becoming more labor intensive, productivity is declining or service levels are increasing.

As indicated by the above graph, the Board's employees per 1,000 population shows a downward trend since the 1991-92 fiscal year. This indicates that the County is becoming less labor intensive and productivity is increasing. The large decrease for FY 1995-96 is due to the transfer of 279 County Home employees to the Health Care Taxing District. Without this transfer, the ratio would have been 5.02 employees per 1,000 population.

**Division of Receipts and Expenditures**  
**Florida Statutes: Section 129.01(2)(b)**

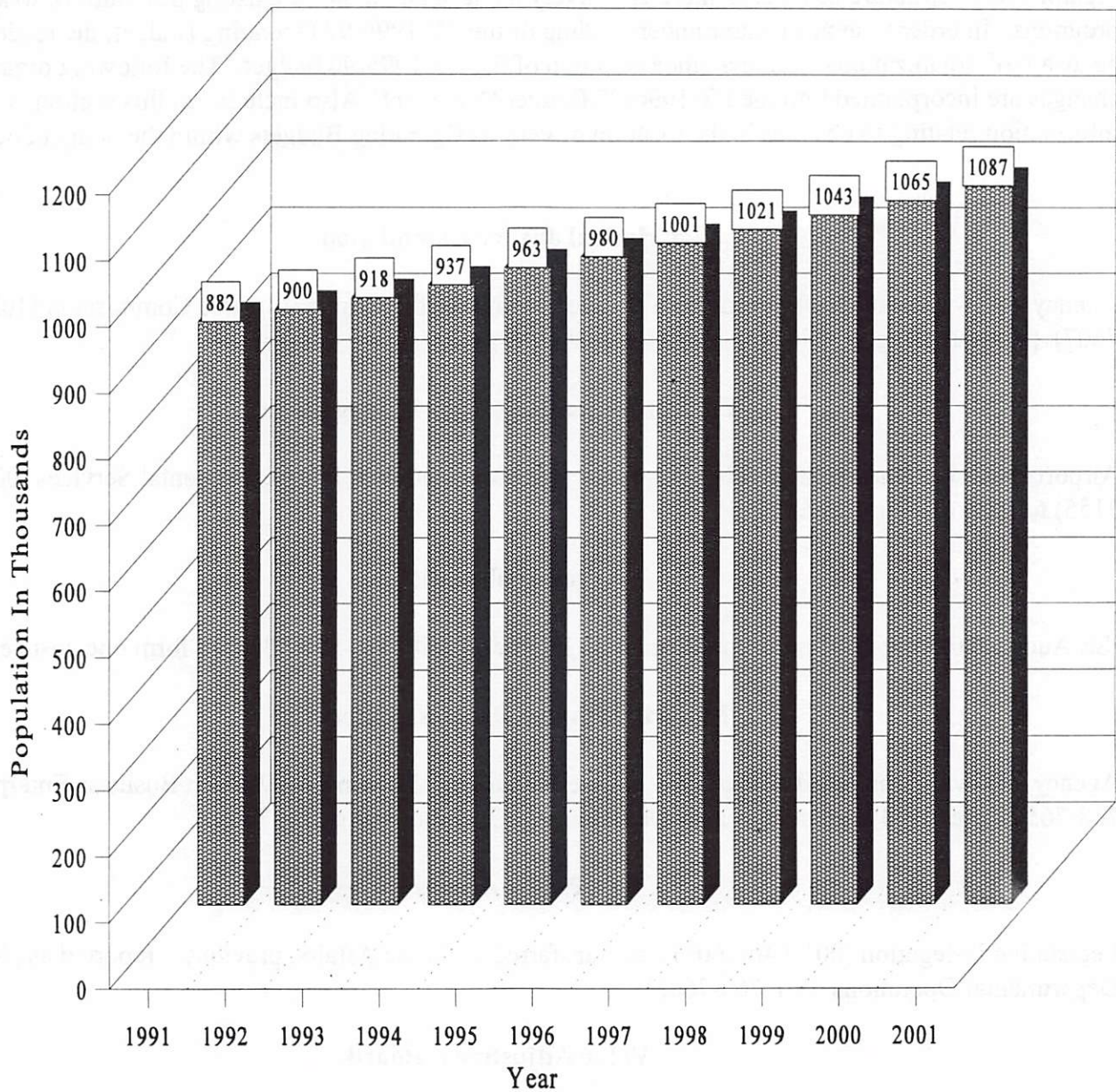
| <u>Estimated Revenues</u>           | <u>Total</u>           | <u>Countywide</u>      | <u>Non-Countywide</u> |
|-------------------------------------|------------------------|------------------------|-----------------------|
| Current Ad Valorem Taxes            | \$337,062,526          | \$137,068,426          | \$199,994,100         |
| Licenses, Permits & Other Taxes     | 120,930,531            | 30,231,031             | 90,699,500            |
| Intergovernmental Revenues          | 173,071,234            | 160,312,824            | 12,758,410            |
| Charges for Services                | 151,384,843            | 77,375,535             | 74,009,308            |
| Fines and Forfeitures               | 7,401,100              | 2,022,100              | 5,379,000             |
| Miscellaneous Revenue               | 95,283,584             | 43,100,674             | 52,182,910            |
| Internal Services                   | 57,744,957             | 57,744,957             | 0                     |
| Balances Forward, Transfers & Other | <u>938,372,723</u>     | <u>509,440,818</u>     | <u>428,931,905</u>    |
| Total Revenues                      | <u>\$1,881,251,498</u> | <u>\$1,017,296,365</u> | <u>\$863,955,133</u>  |

| <u>Estimated Expenditures</u>    |                        |                        |                      |
|----------------------------------|------------------------|------------------------|----------------------|
| General Government               | \$189,151,679          | \$169,987,680          | \$19,163,999         |
| Public Safety                    | 319,468,766            | 32,202,431             | 287,266,335          |
| Physical Environment & Utilities | 120,722,401            | 45,610,273             | 75,112,128           |
| Transportation                   | 214,447,769            | 115,891,038            | 98,556,731           |
| Economic Environment             | 35,845,306             | 35,765,306             | 80,000               |
| Health & Human Services          | 62,026,034             | 60,314,792             | 1,711,242            |
| Culture & Recreation             | 103,823,509            | 61,829,116             | 41,994,393           |
| Internal Services                | 63,508,994             | 63,508,994             | 0                    |
| Transfers, Reserves & Other      | <u>772,257,040</u>     | <u>432,186,735</u>     | <u>340,070,305</u>   |
| Total Appropriations             | <u>\$1,881,251,498</u> | <u>\$1,017,296,365</u> | <u>\$863,955,133</u> |



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## Population Comparison



As indicated by the above graph, the overall population for Palm Beach County has increased 11.2% over the past five years. Growth is not without challenges. An expanding population has expanding needs for services such as law enforcement, fire and rescue, human services, transportation and recreation.

Additional people place additional demands on existing facilities creating expanded maintenance needs and ultimately the need for new facilities.

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## **Organizational Changes from the FY 1995-96 Budget**

Palm Beach County, like every large organization from time to time, finds it necessary to alter its organizational structure in order to more effectively manage and monitor existing programs or to add new programs. In order to gain a clearer understanding of the FY 1996-97 Operating Budget, the reader should be aware of organizational changes since adoption of the FY 1995-96 budget. The following organizational changes are incorporated into the FY 1996-97 Budget Document. Also included in this section is information relating to changes in the location of various Operating Budgets within the budget document.

### **Criminal Justice Commission**

Agency 767 was established to provide a unique account for the Criminal Justice Commission (102-767-7607), previously reported in Non-Departmental Operations (Agency 760).

### **Environmental Resources Management**

Airport Preserves Management (001-380-3151) was combined with Interdepartmental Services (001-380-3155) to form one cost center.

### **Internal Audit**

ISS Audits (001-500-5001) was combined with Internal Audit (001-500-5000) to form one cost center.

### **Minority/Women Business Enterprise**

Agency 768 was established to provide a unique account for the Minority/Women Business Enterprise (001-768-7658), previously reported in Non-Departmental Operations (Agency 760).

### **Public Affairs**

Legislative Delegation (001-640-7603) was transferred to Public Affairs, previously reported as Non-Departmental Operations (001-760-7603).

### **Value Adjustment Board**

Agency 765 was established to provide a unique account for the Value Adjustment Board (001-765-7604), previously reported in Non-Departmental Operations (Agency 760).



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## Changes From The Recommended Budget

The adopted budget reflects an increase of \$6,200,755 over the amount recommended by the County Administrator for the operating departments. The following chart shows the changes, by Department, from the recommended to adopted.

| <u>Department</u>                    | <u>Increase<br/>(Decrease)</u> |
|--------------------------------------|--------------------------------|
| <u>Board of County Commissioners</u> |                                |
| Community Services                   | \$55,000                       |
| County Commission                    | 8,766                          |
| Engineering & Public Works           | 711,954                        |
| Facilities Development & Operations  | 1,422,807                      |
| Fire-Rescue                          | 871,559                        |
| Judicial                             | (100,000)                      |
| Palm Tran                            | 100,000                        |
| Parks & Recreation                   | 21,091                         |
| Planning, Zoning & Building          | 361,723                        |
| Public Affairs                       | 60,000                         |
| Public Safety                        | 63,279                         |
| Tourist Development                  | 77,506                         |
| Non-Departmental Operations          | 121,500                        |
| Non-Departmental Agencies            | <u>1,000,000</u>               |
| Sub-Total                            | <u>\$4,775,185</u>             |
| <br><u>Constitutional Officers</u>   |                                |
| Clerk of the Court                   | \$575,000                      |
| Sheriff                              | 1,650,570                      |
| Tax Collector                        | <u>(800,000)</u>               |
| <br>Sub-Total                        | <u>\$1,425,570</u>             |
| Total                                | <u>\$6,200,755</u>             |

Changes were made to the recommended budget for various reasons during the budget workshops in July and at the first budget public hearing. Amounts that had been estimated were corrected as more reliable information became available. The County Administrator recommended changes that were approved by the Board of County Commissioners and Board-directed changes resulting from workshop discussions were made. Following is a listing of the changes made within each Department.

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### Community Services

The budget was increased by \$55,000 to carry forward funding for machinery and equipment that were ordered in FY 1995-96, but will not be delivered until FY 1996-97.

### County Commission

An additional \$8,766 was required to adjust Commissioner's salaries to the level determined by the State's calculation.

### Engineering & Public Works

The budget rose by \$407,323 to carry forward funding for the SE 15th Avenue Bascule Bridge project that will not be completed and paid for until FY 1996-97.

An additional \$304,631 was added to carry forward funding for equipment and services that were contracted for in FY 1995-96, but will not be received until FY 1996-97.

### Facilities Development & Operations

The budget increased by \$1,422,807 to carry forward funding for machinery and equipment that were ordered in FY 1995-96, but will not be delivered until FY 1996-97.

### Fire-Rescue

The budget was raised by \$871,559 to carry forward funding for machinery and equipment that were ordered in FY 1995-96, but will not be delivered until FY 1996-97 and to transfer funding to the Fire-Rescue Improvement Fund for the Cresthaven Sub-Station.

### Judicial

A reduction of \$100,000 was possible due to the reclassification of various positions (\$124,442) that was partially offset by the addition of operating expenses of \$24,442.

### Palm Tran

The budget increased by \$100,000 to provide funding for additional advertising costs that were not included in the tentative budget.



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### Parks & Recreation

An Increase of \$21,091 was provided to carry forward funding for a vehicle that was ordered in FY 1995-96, but will not be delivered until FY 1996-97.

### Planning, Zoning & Building

The budget rose by \$361,723 to carry forward funding for goods and services that were contracted for in FY 1995-96, but will not be delivered until FY 1996-97 and to adjust the administrative charge-off.

### Public Affairs

An increase of \$60,000 was necessary to carry funding for equipment and services that were contracted for in FY 1995-96, but will not be delivered until FY 1996-97.

### Public Safety

The budget was raised by \$63,279 to carry forward funding for equipment ordered in FY 1995-96 that will not be delivered until FY 1996-97.

### Tourist Development

The budget increased by \$77,506 to revise interest estimates, allocate funding for Film Festival Expenses, and carry forward funding for equipment and services ordered in FY 1995-96 that will not be delivered until FY 1996-97.

### Non-Departmental Operations

A budget of \$121,500 was established for the South Lake Worth Inlet to carry forward the anticipated cash balance at the end of FY 1995-96.

### Non-Departmental Agencies

The Economic Development budget was increased by \$1,000,000 to establish a reserve for the Economic Development Job Growth Incentive Program.

### Clerk of the Court

The budget rose by \$575,000 to carry forward funding for machinery and equipment that was ordered in FY 1995-96, but will not be delivered until FY 1996-97.

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### Sheriff

The budget increased by \$1,650,750 to recognize grant funds for the Community Service Aide Program (\$873,277), carry forward additional revenue received in FY 1995-96 (\$252,000), revise FY 1996-97 interest estimates (\$4,000), and carry forward funding for equipment and services contracted for in FY 1995-96 that will not be received until FY 1996-97 (\$521,293).

### Tax Collector

The Budget decreased by \$800,000 based on a statutory formula.



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# Property Taxes







## Ad Valorem Taxes Countywide and Dependent Taxing Districts

|                             | <u>FY<br/>1992-93</u> | <u>FY<br/>1993-94</u> | <u>FY<br/>1994-95</u> | <u>FY<br/>1995-96</u> | <u>FY<br/>1996-97</u> | <u>FY 1996-97<br/>Tax*</u> |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| Countywide                  | 4.6221                | 4.5499                | 4.5193                | 4.5191                | 4.5191                | \$258,751,795              |
| Dependent Taxing Districts: |                       |                       |                       |                       |                       |                            |
| Library District            | 0.3885                | 0.3915                | 0.4437                | 0.4838                | 0.4997                | \$ 15,832,397              |
| Fire/Rescue Ctywide MSTU    | 2.3879                | 2.6201                | 2.5539                | 2.5293                | 2.4998                | \$ 61,899,574              |
| Glades Region Fire MSTU     | 0.3613                | 0.5673                | 0.4495                | 0.6764                | 0.8094                | \$ 578,760                 |

\* Ad valorem taxes for FY 1996-97 are based upon the tentative 1996 Certification of Taxable Value, multiplied by the millage for FY 1996-97.

The above millage rates are those levied by the Palm Beach County Board of County Commissioners for Countywide and Dependent Taxing Districts. All property owners with taxable properties located within Palm Beach County will pay the Countywide millage. The millages shown for the Dependent Taxing Districts will apply to properties located within those Districts.

A "mill" is one-tenth of a penny, or \$1.00 of ad valorem tax for each \$1,000 of certified taxable value.

A property owner with property assessed at \$100,000 and a homestead exemption of \$25,000 will pay the above Countywide millage, calculated by the following formula:

$$(\text{Assessed Value} - \text{Homestead Exemption}) \times \text{Millage} = \text{Ad Valorem Tax}$$

Countywide Example:

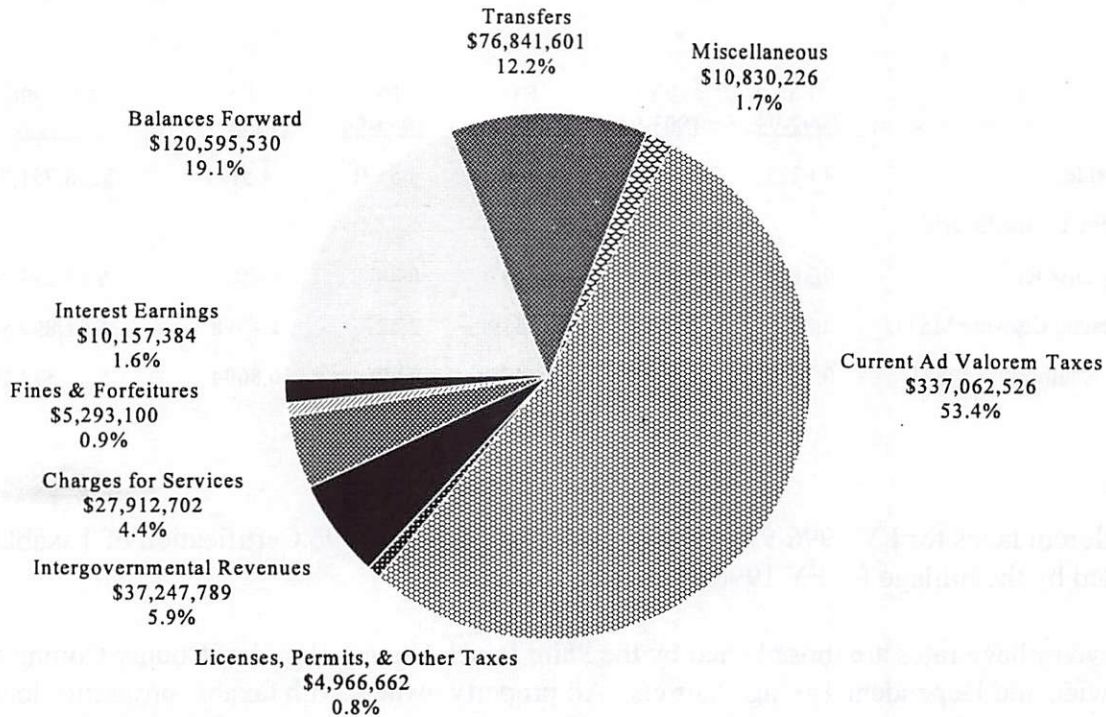
$$(\$100,000 - 25,000) \times .0045191 = \$ 338.93$$

Note that the above example is calculated on the Countywide rate only and does not take into account the Dependent Taxing Districts.

There are numerous other taxing authorities within Palm Beach County which levy taxes in addition to the Palm Beach County Board of County Commissioners. Examples of these other taxing authorities include the South Florida Water Management District, the School Board of Palm Beach County, various municipalities and independent taxing districts.

## Taxing Fund Revenues By Category

### Total \$630,907,520



Taxing fund revenues by category consist of the following funds: The General Fund, Fine & Forfeiture Fund, County Transportation Trust Fund, Capital Outlay Fund, Public Building Improvement Fund, \$23.375M Refunding General Obligation Series '93 Bonds, two \$50M Environmentally Sensitive Land Debt Service Sinking Funds, \$59.39M Refunding General Obligation '94 Debt Service Fund, County Library Fund, Fire-Rescue MSTU Fund, and Glades Fire MSTU Fund.

Ad Valorem taxes are property taxes computed as a percentage of the value of real and personal property expressed in mills.

Licenses, permits and other taxes are revenues derived from the issuance of local licenses and permits and delinquent ad valorem taxes.

Intergovernmental revenues include all money received from federal, state, and other local governments in the form of grants and shared revenues.

Charges for services reflect revenues stemming from charges for current services between departments.

Fines and forfeitures include revenues received from fines and penalties imposed for the commission of statutory offenses and violations of lawful administrative rules and regulations, and for neglect of official duty.

Interest revenues include all interest earned on investments, contracts and notes.

Balances forward are the accumulated revenues over expenditures of prior years.

Transfers are amounts exchanged between funds which are not loans or reimbursement of expenditures.

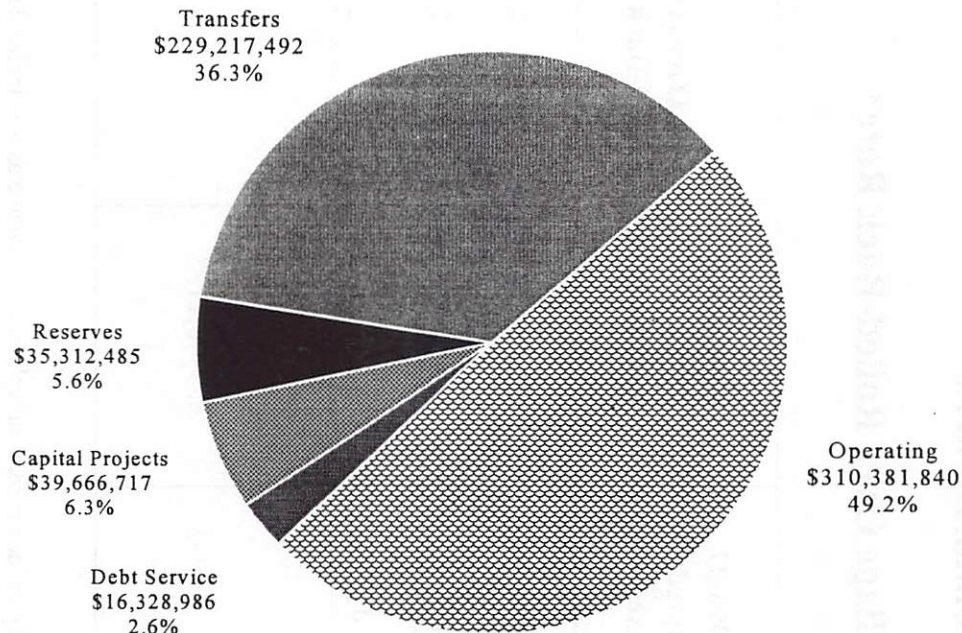
Miscellaneous revenues include all other revenue not included in the aforementioned categories, (i.e., inter-departmental charges, excess fees, debt proceeds, statutory reserves, etc.).



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## Taxing Fund Expenditures By Category

### Total \$630,907,520



Most of the County's operations and services are funded from the taxing funds. Operating costs in the taxing funds comprise the largest portion of expenditures. In addition, a number of capital projects are funded from the taxing funds.

Debt service is for the \$23.375M General Obligation Refunding Series '93 Bonds, the two \$50 Million Environmentally Sensitive Land General Obligation Bonds, and the \$59.39M Refunding General Obligation '94 Bonds.

Capital projects include general governmental capital projects funded in the Capital Outlay Fund and the Public Building Improvement Fund.

Reserves are for balances forward, contingencies, debt service and future capital projects.

Transfers represent the transfer of dollars between funds for debt service, operations and capital improvements.

## Board Of County Commissioners

### Percentage Increase (Decrease) In Millage Over Rolled-Back Rate\*

|                               | <b>FY 1996-97<br/>Rolled-Back<br/>Taxes</b> | <b>FY 1996-97<br/>Adopted<br/>Taxes</b> | <b>Adopted<br/>Increase<br/>(Decrease)</b> | <b>% Over (Under)<br/>Rolled-Back Rates</b> |
|-------------------------------|---|---|--|---|
| Board of County Commissioners | \$236,872,596                               | \$242,530,781                           | \$5,658,185                                | 2.39%                                       |
| Dependent Districts           | <u>77,539,091</u>                           | <u>78,310,731</u>                       | <u>771,640</u>                             | <u>1.00%</u>                                |
| Aggregate Taxes               | <u><u>\$314,411,687</u></u>                 | <u><u>\$320,841,512</u></u>             | <u><u>\$6,429,825</u></u>                  | <u><u>2.05%</u></u>                         |
| Aggregate Millage**           | 5.4912                                      | 5.6035                                  | 0.1123                                     | 2.05%                                       |

\* Rolled-Back Rate is the millage rate which, exclusive of new construction, will provide the same ad valorem tax revenue as was levied during the prior year.

\*\* Aggregate Millage Rate is the sum of all ad valorem taxes levied by the governing body of a county for countywide purposes, plus ad valorem taxes levied for any district dependent to the governing body, divided by the total taxable value of the county, converted to a millage rate.



## Board Of County Commissioners

### Percentage Increase (Decrease) In Millage Over Rolled-Back Rate\*

|                               | FY 1996-97<br>Rolled-Back<br>Taxes | FY 1996-97<br>Adopted<br>Taxes | Adopted<br>Increase<br>(Decrease) | % Over (Under)<br>Rolled-Back Rates |
|-------------------------------|------------------------------------|--------------------------------|-----------------------------------|-------------------------------------|
| Board of County Commissioners | \$236,872,596                      | \$242,530,781                  | \$5,658,185                       | 2.39%                               |
| Dependent Districts           | <u>77,539,091</u>                  | <u>78,310,731</u>              | <u>771,640</u>                    | <u>1.00%</u>                        |
| Aggregate Taxes               | <u><u>\$314,411,687</u></u>        | <u><u>\$320,841,512</u></u>    | <u><u>\$6,429,825</u></u>         | <u><u>2.05%</u></u>                 |
| Aggregate Millage**           | 5.4912                             | 5.6035                         | 0.1123                            | 2.05%                               |

\* Rolled-Back Rate is the millage rate which, exclusive of new construction, will provide the same ad valorem tax revenue as was levied during the prior year.

\*\* Aggregate Millage Rate is the sum of all ad valorem taxes levied by the governing body of a county for countywide purposes, plus ad valorem taxes levied for any district dependent to the governing body, divided by the total taxable value of the county, converted to a millage rate.

## Changes in Non-Voted Property (Ad Valorem) Taxes

|  | FY 1995-96 Budget    |                      | FY 1996-97 Budget    |                      | Increase<br>(Decrease)<br>Amount | Percent      |
|--|----------------------|----------------------|----------------------|----------------------|----------------------------------|--------------|
|  | Millage              | Amount               | Millage              | Amount               |                                  |              |
| <b>Countywide</b>                      |                      |                      |                      |                      |                                  |              |
| General Fund                           | 1.8128               | 99,571,885           | 1.9724               | 112,934,443          | 13,362,558                       | 13.42%       |
| Fine & Forfeiture Fund                 | 2.1857               | 120,054,208          | 2.0941               | 119,902,665          | (151,543)                        | -0.13%       |
| County Transportation Trust            | 0.0608               | 3,339,569            | 0.0311               | 1,780,704            | (1,558,865)                      | -46.68%      |
| Capital Outlay                         | 0.0724               | 3,976,723            | 0.1022               | 5,851,704            | 1,874,981                        | 47.15%       |
| Public Buildings Improvement Fund      | 0.0860               | 4,723,732            | 0.0360               | 2,061,265            | (2,662,467)                      | -56.36%      |
| <b>Sub-Total Countywide</b>            | <b>4.2177</b>        | <b>\$231,666,117</b> | <b>4.2358</b>        | <b>\$242,530,781</b> | <b>\$10,864,664</b>              | <b>4.69%</b> |
| <b>Dependent Districts</b>             |                      |                      |                      |                      |                                  |              |
| County Library                         | 0.4838               | 14,645,007           | 0.4997               | 15,832,397           | 1,187,390                        | 8.11%        |
| Fire/Rescue Countywide MSTU            | 2.5293               | 59,867,733           | 2.4998               | 61,899,574           | 2,031,841                        | 3.39%        |
| Glades Regional Fire MSTU              | 0.6764               | 522,633              | 0.8094               | 578,760              | 56,127                           | 10.74%       |
| <b>Sub-Total Dependent Districts</b>   |                      | <b>\$75,035,373</b>  |                      | <b>\$78,310,731</b>  | <b>\$3,275,358</b>               | <b>4.37%</b> |
| <b>Total Non-Voted Property Taxes</b>  |                      | <b>\$306,701,490</b> |                      | <b>\$320,841,512</b> | <b>\$14,140,022</b>              | <b>4.61%</b> |
|  |                      |                      |                      |                      |                                  |              |
|  | FY 1995-96<br>Budget |                      | FY 1996-97<br>Budget |                      | Increase<br>(Decrease)<br>Amount | Percent      |
| <b>Use of Non-Voted Property Taxes</b> |                      |                      |                      |                      |                                  |              |
| County Commission - Countywide         | 61,060,063           |                      | 66,190,085           |                      | 5,130,022                        | 8.40%        |
| County Library                         | 14,645,007           |                      | 15,832,397           |                      | 1,187,390                        | 8.11%        |
| Fire/Rescue                            | 60,390,366           |                      | 62,478,334           |                      | 2,087,968                        | 3.46%        |
| Sheriff                                | 118,769,989          |                      | 123,426,724          |                      | 4,656,735                        | 3.92%        |
| Property Appraiser                     | 12,201,594           |                      | 12,465,000           |                      | 263,406                          | 2.16%        |
| Judicial System                        | 11,607,953           |                      | 12,000,441           |                      | 392,488                          | 3.38%        |
| Clerk of the Courts                    | 22,587,443           |                      | 23,186,078           |                      | 598,635                          | 2.65%        |
| Supervisor of Elections                | 3,397,075            |                      | 3,222,453            |                      | (174,622)                        | -5.14%       |
| Tax Collector                          | 2,042,000            |                      | 2,040,000            |                      | (2,000)                          | -0.10%       |
| <b>Total</b>                           | <b>\$306,701,490</b> |                      | <b>\$320,841,512</b> |                      | <b>\$14,140,022</b>              | <b>4.61%</b> |



# **Analysis Of Tax Revenue By Fund And Dependent Taxing Districts**

|  | Millage       | Non-Voted            | Voted               | Total Taxes          |
|--|---------------|----------------------|---------------------|----------------------|
| General Fund                               | 1.9724        | \$112,934,443        |                     | \$112,934,443        |
| Fine & Forfeiture Fund                     | 2.0941        | 119,902,665          |                     | 119,902,665          |
| County Transportation Trust Fund           | 0.0311        | 1,780,704            |                     | 1,780,704            |
| Capital Outlay Fund                        | 0.1022        | 5,851,704            |                     | 5,851,704            |
| Public Building Improvement Fund           | 0.0360        | 2,061,265            |                     | 2,061,265            |
| 23.375M Park Bond Refunding                | 0.0566        |                      | 3,240,767 (a)       | 3,240,767            |
| 50M ESL Bond, Series 91                    | 0.0554        |                      | 3,172,059 (a)       | 3,172,059            |
| 59.39M Refunding Bond                      | 0.0911        |                      | 5,216,147 (a)       | 5,216,147            |
| 50M ESL Bond, Series 94                    | 0.0802        |                      | 4,592,041 (a)       | 4,592,041            |
| <b>Total Countywide Funds</b>              | <b>4.5191</b> | <b>\$242,530,781</b> | <b>\$16,221,014</b> | <b>\$258,751,795</b> |
| County Library                             | 0.4997        | 15,832,397           |                     | 15,832,397           |
| Fire/Rescue Countywide MSTU                | 2.4998        | 61,899,574           |                     | 61,899,574           |
| Glades Regional/Fire MSTU                  | 0.8094        | 578,760              |                     | 578,760              |
| <b>Total Dependent Districts</b>           |               | <b>\$78,310,731</b>  |                     | <b>\$78,310,731</b>  |
| <b>Total Board of County Commissioners</b> |               | <b>\$320,841,512</b> | <b>\$16,221,014</b> | <b>\$337,062,526</b> |
|  |               | (b)                  | (c)                 | (d)                  |

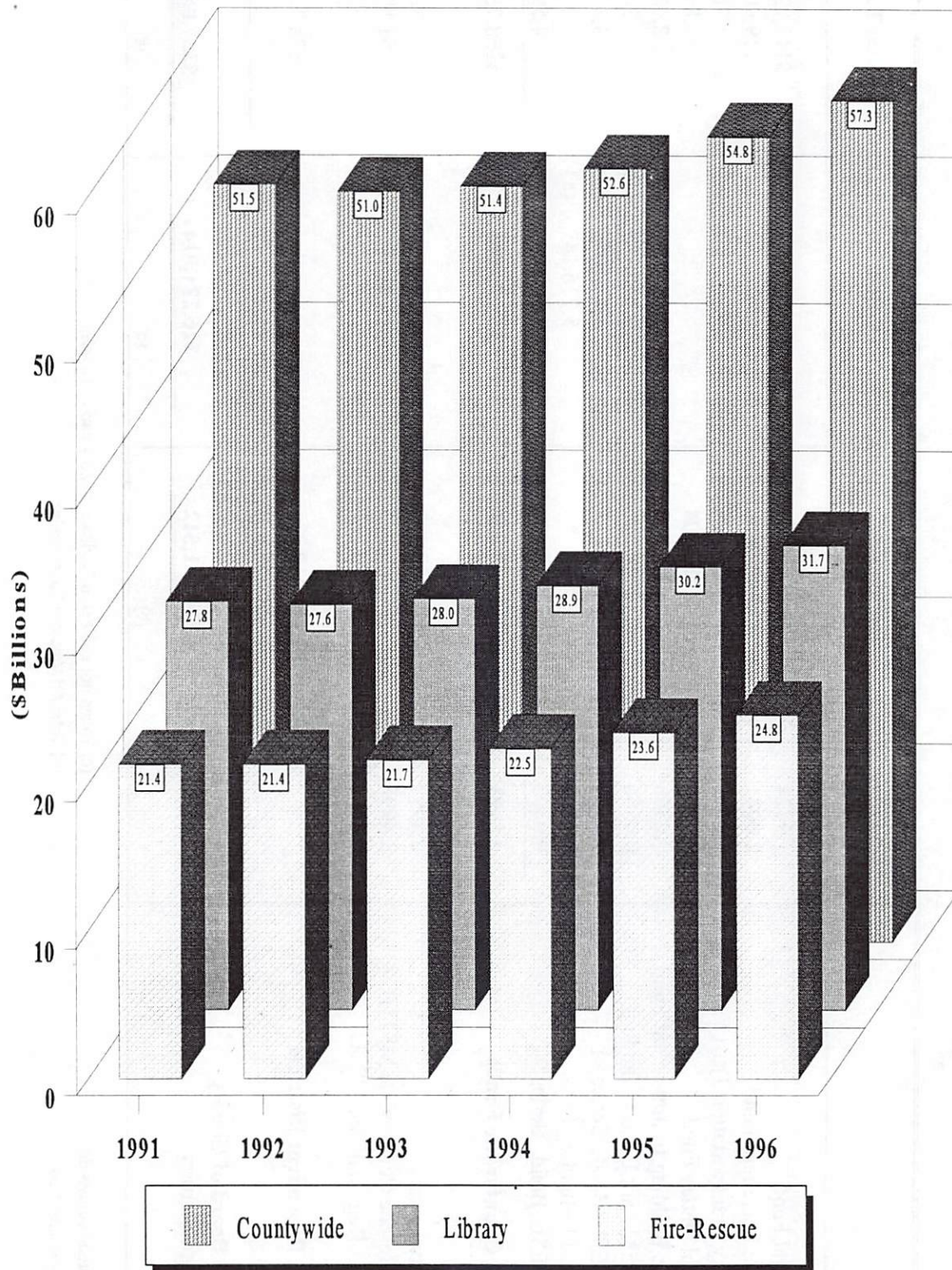
(a) Voted countywide

(b) Aggregate Taxes

(c) Taxes not subject to Florida Statutory cap of 10 mills

(d) Total Ad Valorem Taxes levied

## Taxable Valuation Comparison





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# Revenues







## Summary of Major Revenues

|   | FY 1994-95<br>Actual   | FY 1995-96<br>Estimated | FY 1996-97<br>Budget * | % Change<br>1996 to 1997 |
|---|------------------------|-------------------------|------------------------|--------------------------|
| Property Taxes-Current  | \$296,620,540          | \$309,032,397           | \$320,209,400          | 3.6%                     |
| Tourist Tax   | 12,441,120             | 13,000,000              | 13,650,000             | 5.0%                     |
| Gasoline Tax  | 47,792,682             | 46,280,600              | 47,433,000             | 2.5%                     |
| Building Permits  | 9,385,042              | 9,100,000               | 9,100,000              | 0.0%                     |
| Federal Grants  | 22,417,611             | 35,259,816              | 66,678,909             | 89.1%                    |
| State Grants  | 9,336,144              | 15,415,664              | 24,301,393             | 57.6%                    |
| State Shared Revenues   | 21,690,864             | 23,149,500              | 23,849,500             | 3.0%                     |
| One-Half Cent Sales Tax   | 43,607,277             | 46,700,000              | 47,900,000             | 2.6%                     |
| Franchise Fees (Electricity & Cable)  | 15,880,723             | 17,334,259              | 16,790,648             | -3.1%                    |
| Utility Service Tax   | 33,792,233             | 36,720,000              | 36,417,000             | -0.8%                    |
| Charges for Services-Water & Sewer  | 48,690,430             | 52,705,000              | 53,519,000             | 1.5%                     |
| Charges for Services-Public Safety  | 16,292,760             | 18,884,255              | 20,334,871             | 7.7%                     |
| Charges for Services-Airport  | 52,613,782             | 52,443,088              | 54,630,946             | 4.2%                     |
| Charges for Services-Other  | 19,819,596             | 17,230,291              | 20,197,192             | 17.2%                    |
| Special Assessments & Impact Fees   | 28,443,452             | 28,156,059              | 29,357,144             | 4.3%                     |
| Transfers   | 238,129,755            | 289,579,978             | 283,843,286            | -2.0%                    |
| Excess Fees from Constitutional Officers  | 19,520,377             | 17,252,000              | 16,592,000             | -3.8%                    |
| Debt Proceeds   | 0                      | 98,507,558              | 60,423,886             | -38.7%                   |
| Interest  | 41,956,692             | 38,914,847              | 33,343,425             | -14.3%                   |
| Internal Services   | 46,446,451             | 49,583,651              | 57,744,957             | 16.5%                    |
| Fund Balances   | <u>579,602,623</u>     | <u>631,319,554</u>      | <u>604,660,013</u>     | -4.2%                    |
| <b>Total Major Revenues *</b>   | <u>\$1,604,480,154</u> | <u>\$1,846,568,517</u>  | <u>\$1,840,976,570</u> | -0.3%                    |
| <b>Total Revenues in Budget</b>   | <u>\$1,653,080,293</u> | <u>\$1,912,156,140</u>  | <u>\$1,881,251,498</u> | -1.6%                    |
| <b>Major Revenues as a Percent of Total Budget</b>  | 97.06%                 | 96.57%                  | 97.86%                 |                          |
| * FY 1996-97 Property Taxes represents the budgeted amount,<br>net of a 5% statutory reserve. |                        |                         |                        |                          |



## Revenues Sensitive to the Economy

|                                  | <u>Actual</u><br><u>FY 1992-93</u> | <u>Actual</u><br><u>FY 1993-94</u> | <u>Actual</u><br><u>FY 1994-95</u> | <u>Estimated</u><br><u>FY 1995-96</u> | <u>Budget</u><br><u>FY 1996-97</u> |
|----------------------------------|------------------------------------|------------------------------------|------------------------------------|---------------------------------------|------------------------------------|
| Ad Valorem from New Construction | \$8,000,677                        | \$7,609,152                        | \$8,491,535                        | \$10,171,455                          | \$9,642,002                        |
| Electricity Franchise Fees       | 11,368,602                         | 12,600,781                         | 13,264,242                         | 14,700,000                            | 14,200,000                         |
| Electricity Utility Tax          | 21,505,947                         | 22,587,419                         | 23,580,251                         | 25,600,000                            | 25,300,000                         |
| Development Fees                 | 32,173,382                         | 34,163,477                         | 37,340,702                         | 36,668,210                            | 38,088,210                         |
| Sales Tax                        | <u>38,078,180</u>                  | <u>40,954,638</u>                  | <u>43,607,277</u>                  | <u>46,700,000</u>                     | <u>47,900,000</u>                  |
|                                  | <u>\$111,126,788</u>               | <u>\$117,915,467</u>               | <u>\$126,284,007</u>               | <u>\$133,839,665</u>                  | <u>\$135,130,212</u>               |

**Revenues Sensitive to the Economy** are affected by the direction of the economy, i.e., employment, construction, consumption, etc. These revenues are driven by factors both within and outside the County, as families and business owners evaluate national and international issues in the timing of their purchases and the creation or expansion of their businesses. The impact of the recession in the early 1990's continues to wane, and the County is benefitting from a continuing expansion of the population and new jobs.

**Ad Valorem from New Construction** continues an overall recovery from the recession which was first felt in the budget year of FY 1990-91. Taxable property value (basis) for FY 1995-96 increased by more than \$291 million from FY 1994-95. FY 1996 to FY 1996-97 reflects a decline in estimated basis of \$49 million. New construction includes additions and rehabilitative improvements which increased in assessed value by at least 100%. Ad valorem from new construction includes voted debt millage.

**Electricity Franchise Fees and Utility Tax** reflect the County's continuing population growth. The incorporation of the Village of Wellington is estimated to decrease County revenues by \$1,392,500 in FY 1995-96 and \$2,924,500 in FY 1996-97 for these revenue sources.

**Development Fees** consist of building permits, impact fees, developer contributions, and fees for permits, platting, zoning, planning and building. Growth is projected to continue to be modest, and mostly attributable to residential development. Approximately \$3 million of the increase in FY 1994-95 resulted from a doubling of the school impact fee rates during that fiscal year.

**Sales Tax** is the County's portion of the State's 6% Sales and Use Tax. The incorporation of the Village of Wellington is estimated to decrease County revenues by \$769,000 in FY 1995-96 and \$1,076,000 in FY 1996-97.



## Fiscal Impact of the Incorporation of the Village of Wellington

The Village of Wellington became Palm Beach County's newest municipality on January 1, 1996. The impact of this incorporation will result in a permanent reduction in the County's revenue base, caused by the reduction of the population in the County's unincorporated area.

| Estimated Impact of the Incorporation of the Village of Wellington |                |                                |                                |
|--|----------------|--------------------------------|--------------------------------|
| Revenue Source   | Date of Impact | Estimated Impact<br>FY 1995-96 | Estimated Impact<br>FY 1996-97 |
| State Shared Revenues  | 1-1-96         | \$307,000                      | \$409,000                      |
| Franchise Fees   | 4-1-96         | 686,750                        | 1,434,500                      |
| Sales and Use Tax  | 1-1-96         | 769,000                        | 1,076,000                      |
| Utility Tax  | 6-1-96         | 1,061,000                      | 2,228,000                      |
|  |                |                                |                                |
| Total  |                | \$2,823,750                    | \$5,147,500                    |

**State Shared Revenue:** The County's portion of state revenue from intangibles tax, cigarette tax, mobile home licenses, taxes on alcohol, and insurance taxes. A factor in the distribution is the County's unincorporated population to its total population. State Shared Revenue also includes a fixed share of the parimutuel tax, which will not be affected.

**Franchise Fees:** Revenues generated through local ordinance. Palm Beach County currently has franchise fee agreements pertaining to the provision of electric and cable services in the unincorporated area. Franchise fees are charges for the privilege of utilizing the County's right-of-way.

**Sales and Use Tax:** The County's portion of the state's 6% sales tax revenue. A factor in the distribution is the County's unincorporated population to its total population.

**Utility Tax:** Revenues generated through local ordinance. Utility tax revenue for the County is generated from the sale of electricity, telecommunications, and metered or bottled gas in the unincorporated area.



## Gas Tax Revenues

|                              | <u>Actual</u><br><u>FY 1992-93</u> | <u>Actual</u><br><u>FY 1993-94</u> | <u>Actual</u><br><u>FY 1994-95</u> | <u>Estimated</u><br><u>FY 1995-96</u> | <u>Budget</u><br><u>FY 1996-97</u> |
|------------------------------|------------------------------------|------------------------------------|------------------------------------|---------------------------------------|------------------------------------|
| County                       | \$2,918,183                        | \$2,743,769                        | \$3,513,385                        | \$3,200,000                           | \$3,200,000                        |
| Constitutional               | 6,002,123                          | 6,320,807                          | 7,326,571                          | 6,600,000                             | 6,840,000                          |
| Ninth Cent                   | 0                                  | 3,055,402                          | 4,550,190                          | 4,483,800                             | 4,596,000                          |
| Local Option<br>(see Note 1) | <u>16,923,203</u>                  | <u>27,348,243</u>                  | <u>32,402,536</u>                  | <u>31,996,800</u>                     | <u>32,797,000</u>                  |
|                              | <u>\$25,843,509</u>                | <u>\$39,468,221</u>                | <u>\$47,792,682</u>                | <u>\$46,280,600</u>                   | <u>\$47,433,000</u>                |

The County Gas Tax was established by Florida Statute (F.S.) Section 206.60 and is levied on motor fuel and diesel fuel at the rate of 1-cent per gallon imposed at the wholesale level. The Department of Revenue (DOR) administers the tax and redistributes the proceeds to the County on a monthly basis using the distribution factor described below. The funds received from this tax are used for road and bridge maintenance and mass transit, and are budgeted in the County Transportation Trust Fund.

The 2-cent per gallon Constitutional Gas Tax is levied on motor fuel under F.S. Sections 206.41 and 206.47, and the tax is restricted in use to road construction, acquisition, and maintenance. The Constitutional Gas Tax is collected from all counties by the DOR, and the tax is distributed monthly based on the formula described below.

The distribution formula for County and Constitutional Gas Taxes is similar. The formula is based upon three weighted ratios, including an area component, a population component and a monthly gas tax collection component.

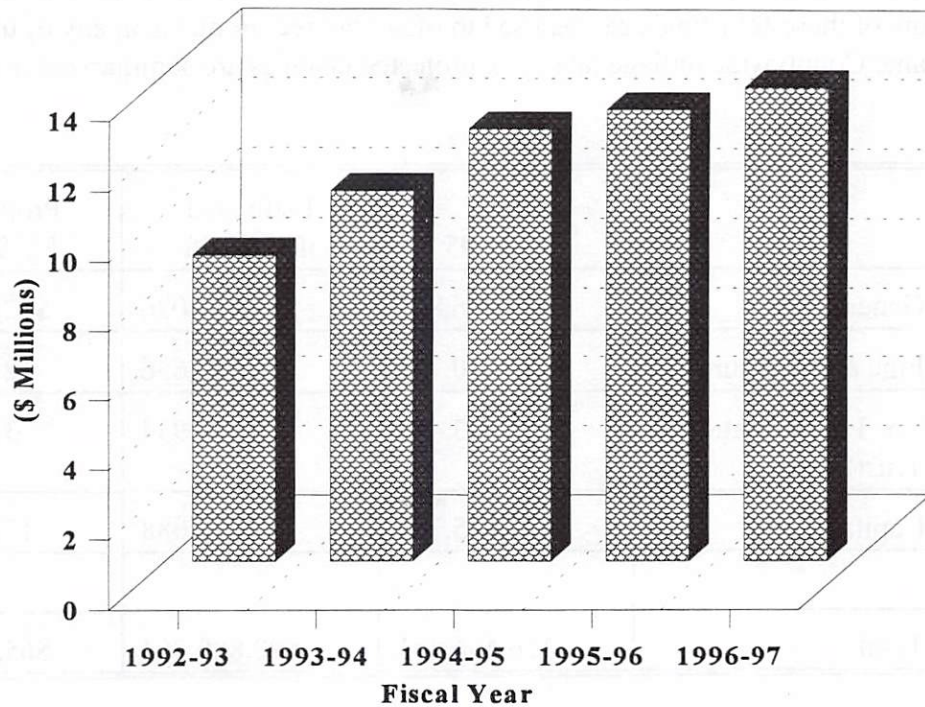
A 1-cent gas tax (Ninth Cent Gas Tax), is levied by the County per F.S. Section 336.021 on each gallon of motor and diesel fuel sold, as adopted in 1993 by the Board of County Commissioners. The tax is to be used for transportation system expenditures, which include mass transit. The proceeds of the tax are distributed by the DOR to the County and the tax is not shared with its municipalities.

The County levies two separate Local Option Gas Taxes pursuant to F.S. Section 336.025. The first is a 6-cent gas tax on each gallon of motor and diesel fuel sold at retail. This tax was due to expire in 1995, and was extended for an additional thirty years. The second tax, adopted in 1993 by the Board of County Commissioners, levies a 5-cent tax on motor fuel only. The taxes are to be used by the County for transportation expenditures, which include mass transit. The County shares the proceeds of both of these taxes with its local municipalities through interlocal agreements. The County receives 2/3 of the proceeds from the 6-cent tax, and 79% of the proceeds from the 5-cent tax.

Note 1: FY 1994-95 Local Option Gas Tax revenue includes a one-time payment of \$772,493 from prior years. The adjusted FY 1994-95 revenue is \$31,630,043.



## Tourist Development Taxes



| Actual<br>FY 1992-93 | Actual<br>FY 1993-94 | Actual<br>FY 1994-95 | Estimated<br>FY 1995-96 | Budget<br>FY 1996-97 |
|----------------------|----------------------|----------------------|-------------------------|----------------------|
| \$8,818,994          | \$10,660,749         | \$12,441,120         | \$13,000,000            | \$13,650,000         |

Tourist Development Taxes are derived from a 4% tax on the renting of any living accommodation for a term of six months or less. Effective October 1, 1995, the first three cents of Tourist Development Taxes have been distributed in the following manner: 53.6% is utilized for Tourism Promotion (Category A), 23% provides funding for cultural and fine arts programs (Category B), 14.4% provides funding for Beach Restoration (Category C), 4% provides funding to promote the County as a film and television production location (Category D) and 5% is utilized to promote sporting events within the County (Category G). A Special Projects fund was also created. Revenues in excess of 103% of the prior year's first three cents will be deposited in this fund.

Effective January 1, 1994 the Board of County Commissioners adopted a fourth cent of tourist tax to be used to fund design costs and debt service payments on debt issued in association with professional sports franchise facilities; and debt service on debt issued to finance a convention center.

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### Projected Changes in Fund Balance

The change in fund balance is projected for the four operating funds in which ad valorem taxes are levied on a Countywide basis. In the process of formulating budget recommendations, the balance available for appropriation in any of these four funds can be used to offset tax requirements in any of the other funds while maintaining the same Countywide millage rate. The projected changes are summarized in the following table.

| Fund                        | Actual<br>FY 94-95 | Estimated<br>FY 95-96 | Projected<br>FY 96-97 |
|-----------------------------|--------------------|-----------------------|-----------------------|
| General                     | \$54,276,887       | \$33,805,026          | \$32,109,409          |
| Fine & Forfeiture           | 23,070,771         | 24,549,656            | 12,402,399            |
| Co. Transportation<br>Trust | 7,303,411          | 6,264,934             | 3,459,899             |
| Capital Outlay              | 32,045,782         | 28,270,088            | 17,442,803            |
|                             |                    |                       |                       |
| Total                       | \$116,696,851      | \$92,889,704          | \$65,414,510          |

FY 1996-97 represents the eighth consecutive year that Palm Beach County has not increased its Countywide millage rate. This has been accomplished through a combination of reductions in Departmental operating budgets, implementation of alternative revenue sources and a commitment by Management to realize savings whenever possible. In addition to reducing the tax rate, these measures have enabled the County to accumulate significant fund balances that are available to fund future needs without raising taxes. The financial stability of the County, as evidenced by a strong fund balance, has also resulted in Standard & Poors upgrading the County's general obligation debt rating to "AA". Only three counties in Florida are rated "AA" by both Standard & Poors and Moody.

The projected reduction of \$27.5 million from FY 1995-96 to FY 1996-97 is not a cause for concern; it is a reflection of County policy. The actual fund balances in the General Fund and Fine & Forfeiture Fund for FY 1994-95 were \$12.4 million higher than anticipated at the time the FY 1995-96 budget was prepared. Those funds are being used to fund FY 1996-97 requirements along with a \$10.0 million reserve previously established to be used in lieu of a tax increase, resulting in a reduction in the fund balances. An additional projected reduction of \$10.8 million in the Capital Outlay Fund is due to the anticipated expenditure of funds budgeted in FY 1995-96 that are expected to be carried forward to FY 1996-97.

It is anticipated that the County will continue to maintain a strong financial position. Over the past four years, Reserves for Balances Forward have been increased from \$6.7 million to \$18.0 million.

Detailed projections for the funds are shown on the following pages.



**Projected Change in Fund Balance  
Fiscal Years 1995-1997  
General Fund**

|                                 | <u>Actual<br/>FY 94-95</u>  | <u>Budget<br/>FY 95-96</u>  | <u>Estimated<br/>FY 95-96</u> | <u>Budget<br/>FY 96-97</u>  | <u>Estimated<br/>FY 96-97</u> |
|---------------------------------|-----------------------------|-----------------------------|-------------------------------|-----------------------------|-------------------------------|
| <b><u>Revenues</u></b>          |                             |                             |                               |                             |                               |
| Current Property Taxes          | \$90,582,414                | \$99,571,885                | \$95,398,737                  | \$112,934,443               | \$107,287,721                 |
| Licenses, Permits & Other Taxes | 3,969,766                   | 3,906,937                   | 3,796,482                     | 3,841,662                   | 3,764,829                     |
| Intergovernmental Revenue       | 20,174,264                  | 22,498,900                  | 21,776,033                    | 24,511,720                  | 24,511,720                    |
| Charges for Services            | 13,453,296                  | 9,911,145                   | 9,224,184                     | 9,745,594                   | 10,000,000                    |
| Fines & Forfeitures             | 91,166                      | 30,900                      | 77,634                        | 74,100                      | 90,000                        |
| Miscellaneous Revenues          | 12,627,181                  | 13,024,910                  | 11,948,622                    | 13,593,173                  | 12,913,514                    |
| Interest Earnings               | 4,294,904                   | 2,700,000                   | 3,680,056                     | 3,100,000                   | 3,050,000                     |
| Operating Transfers In          | 27,170,444                  | 17,548,181                  | 17,911,290                    | 19,198,694                  | 19,198,694                    |
| Other Sources of Funds          | 15,120,252                  | 13,100,000                  | 13,760,000                    | 14,100,000                  | 14,000,000                    |
| Fund Balance                    | 43,673,363                  | 48,217,949                  | 54,276,887                    | 33,805,026                  | 33,805,026                    |
| Statutory Reserves              | 0                           | (8,237,502)                 | 0                             | (9,175,535)                 | 0                             |
| <b>Total</b>                    | <u><u>\$231,157,050</u></u> | <u><u>\$222,273,305</u></u> | <u><u>\$231,849,925</u></u>   | <u><u>\$225,728,877</u></u> | <u><u>\$228,621,504</u></u>   |
| <b><u>Expenditures</u></b>      |                             |                             |                               |                             |                               |
| Personal Services               | \$73,132,390                | \$72,029,650                | \$70,582,713                  | \$75,513,133                | \$67,961,820                  |
| Operating Expenses              | 78,288,426                  | 93,292,757                  | 89,925,247                    | 95,383,432                  | 91,568,095                    |
| Capital Outlay                  | 2,551,943                   | 3,831,223                   | 3,859,108                     | 3,387,351                   | 3,048,616                     |
| Debt Service Principal          | 142,322                     | 0                           | 0                             | 0                           | 0                             |
| Lease Purchase Payments         | 188,599                     | 160,238                     | 163,818                       | 110,705                     | 110,705                       |
| Debt Service Interest           | 2,383                       | 15,888                      | 15,888                        | 1,324                       | 1,324                         |
| Non-Operating                   | 35,156,680                  | 66,365,802                  | 45,497,082                    | 63,821,535                  | 45,821,535                    |
| Charge-offs                     | (12,582,580)                | (13,422,253)                | (11,998,957)                  | (12,488,603)                | (12,000,000)                  |
| <b>Total</b>                    | <u><u>\$176,880,163</u></u> | <u><u>\$222,273,305</u></u> | <u><u>\$198,044,899</u></u>   | <u><u>\$225,728,877</u></u> | <u><u>\$196,512,095</u></u>   |
| <b>Fund Balance</b>             | <u><u>\$54,276,887</u></u>  |                             | <u><u>\$33,805,026</u></u>    |                             | <u><u>\$32,109,409</u></u>    |

**Projected Change in Fund Balance**  
**Fiscal Years 1995-1997**  
**Fine and Forfeiture Fund**

|                                       | Actual<br>FY 94-95   | Budget<br>FY 95-96   | Estimated<br>FY 95-96 | Budget<br>FY 96-97   | Estimated<br>FY 96-97 |
|---------------------------------------|----------------------|----------------------|-----------------------|----------------------|-----------------------|
| <b>Revenues</b>                       |                      |                      |                       |                      |                       |
| Current Property Taxes                | \$111,883,122        | \$120,054,208        | \$115,022,627         | \$119,902,665        | \$113,907,532         |
| Licenses, Permits & Other Taxes       | 1,221,203            | 754,000              | 808,000               | 755,000              | 800,000               |
| Intergovernmental Revenue             | 1,979,791            | 1,890,000            | 1,986,817             | 240,000              | 240,000               |
| Charges for Services                  | 12,722,716           | 10,821,823           | 12,793,293            | 14,090,315           | 14,500,000            |
| Fines & Forfeitures                   | 4,669,649            | 4,567,500            | 5,342,065             | 5,019,000            | 4,517,000             |
| Miscellaneous Revenues                | 1,786,586            | 703,365              | 1,174,402             | 1,600,740            | 1,536,710             |
| Interest Earnings                     | 3,153,323            | 3,100,000            | 3,660,500             | 3,590,000            | 3,450,000             |
| Operating Transfers In                | 37,017,317           | 46,027,293           | 46,027,293            | 45,573,092           | 45,573,092            |
| Transfer from Constitutional Officers | 50,224               | 836,601              | 836,601               | 886,797              | 886,797               |
| Other Sources of Funds                | 3,530,035            | 0                    | 3,000,000             | 2,000,000            | 2,000,000             |
| Fund Balance                          | 16,595,978           | 15,035,812           | 20,370,771            | 24,549,656           | 24,549,656            |
| Statutory Reserves                    | 0                    | (7,136,162)          | 0                     | (7,402,629)          | 0                     |
| Total                                 | <u>\$194,609,944</u> | <u>\$196,654,440</u> | <u>\$211,022,369</u>  | <u>\$210,804,636</u> | <u>\$211,960,787</u>  |
| <b>Expenditures</b>                   |                      |                      |                       |                      |                       |
| Personal Services                     | \$1,972,897          | \$2,337,117          | \$2,212,943           | \$2,396,838          | \$2,253,028           |
| Operating Expenses                    | 2,853,673            | 3,058,705            | 3,104,833             | 3,115,274            | 2,647,983             |
| Capital Outlay                        | 12,125               | 54,497               | 54,478                | 38,623               | 32,830                |
| Lease Purchase Payments               | 5,341                | 10,644               | 8,673                 | 12,408               | 12,408                |
| Non-Operating                         | 169,395,137          | 191,193,477          | 181,091,786           | 205,241,493          | 194,612,139           |
| Total                                 | <u>\$174,239,173</u> | <u>\$196,654,440</u> | <u>\$186,472,713</u>  | <u>\$210,804,636</u> | <u>\$199,558,388</u>  |
| Fund Balance                          | <u>\$20,370,771</u>  |                      | <u>\$24,549,656</u>   |                      | <u>\$12,402,399</u>   |



**Projected Change in Fund Balance  
Fiscal Years 1995-1997  
County Transportation Trust Fund**

|                                 | Actual<br>FY 94-95  | Budget<br>FY 95-96  | Estimated<br>FY 95-96 | Budget<br>FY 96-97  | Estimated<br>FY 96-97 |
|---------------------------------|---------------------|---------------------|-----------------------|---------------------|-----------------------|
| <b>Revenues</b>                 |                     |                     |                       |                     |                       |
| Current Property Taxes          | \$1,169,034         | \$3,339,569         | \$3,200,000           | \$1,780,704         | \$1,691,669           |
| Licenses, Permits & Other Taxes | 84,988              | 30,000              | 25,000                | 25,000              | 25,000                |
| Intergovernmental Revenue       | 11,090,270          | 10,073,239          | 10,240,500            | 10,380,500          | 9,861,475             |
| Charges for Services            | 7,060               | 0                   | 5,000                 | 1,640               | 1,600                 |
| Miscellaneous Revenues          | 1,457,458           | 590,500             | 1,117,835             | 628,902             | 630,000               |
| Interest Earnings               | 414,043             | 208,000             | 262,000               | 206,000             | 250,000               |
| Special Assessments/Impact Fees | 97,785              | 0                   | 15,000                | 11,500              | 11,500                |
| Operating Transfers In          | 10,887,020          | 9,679,000           | 10,163,000            | 10,448,105          | 10,448,105            |
| Fund Balance                    | 5,746,350           | 4,002,609           | 7,303,411             | 6,264,934           | 6,264,934             |
| Statutory Reserves              | 0                   | (709,442)           | 0                     | (646,466)           | 0                     |
| Total                           | <u>\$30,954,008</u> | <u>\$27,213,475</u> | <u>\$32,331,746</u>   | <u>\$29,100,819</u> | <u>\$29,184,283</u>   |
| <b>Expenditures</b>             |                     |                     |                       |                     |                       |
| Personal Services               | \$12,543,947        | \$13,642,141        | \$13,521,408          | \$14,278,368        | \$13,564,450          |
| Operating Expenses              | 7,785,695           | 9,185,494           | 8,934,731             | 10,546,414          | 9,491,773             |
| Capital Outlay                  | 3,320,955           | 4,060,840           | 3,384,404             | 3,811,658           | 2,668,161             |
| Non-Operating                   | 0                   | 325,000             | 226,269               | 464,379             | 0                     |
| Total                           | <u>\$23,650,597</u> | <u>\$27,213,475</u> | <u>\$26,066,812</u>   | <u>\$29,100,819</u> | <u>\$25,724,384</u>   |
| Fund Balance                    | <u>\$7,303,411</u>  |                     | <u>\$6,264,934</u>    |                     | <u>\$3,459,899</u>    |

**Projected Change in Fund Balance**  
**Fiscal Years 1995-1997**  
**Capital Outlay Fund**

|                                 | Actual<br>FY 93-94  | Budget<br>FY 94-95  | Estimated<br>FY 94-95 | Budget<br>FY 95-96  | Estimated<br>FY 95-96 |
|---------------------------------|---------------------|---------------------|-----------------------|---------------------|-----------------------|
| <b>Revenues</b>                 |                     |                     |                       |                     |                       |
| Current Property Taxes          | \$13,628,607        | \$3,976,723         | \$3,777,887           | \$5,851,704         | \$5,559,119           |
| Licenses, Permits & Other Taxes | 0                   | 0                   | 45,513                | 0                   | 0                     |
| Intergovernmental Revenue       | 192,558             | 8,525               | 0                     | 213,669             | 213,669               |
| Charges for Services            | 0                   | 0                   | 134,208               | 0                   | 0                     |
| Miscellaneous Revenues          | 2,567               | 49,000              | 0                     | 0                   | 0                     |
| Interest Earnings               | 1,401,985           | 778,775             | 1,622,228             | 1,259,772           | 1,300,000             |
| Special Assessments/Impact Fees | 0                   | 155,751             | 0                     | 155,751             | 155,751               |
| Operating Transfers In          | 12,936,809          | 1,551,292           | 2,091,312             | 668,716             | 668,716               |
| Fund Balance                    | 19,407,057          | 30,219,328          | 32,045,782            | 28,270,088          | 28,270,088            |
| Statutory Reserves              | 0                   | (237,239)           | 0                     | (355,237)           | 0                     |
| Total                           | <u>\$47,569,583</u> | <u>\$36,502,155</u> | <u>\$39,716,930</u>   | <u>\$36,064,463</u> | <u>\$36,167,343</u>   |
| <b>Expenditures</b>             |                     |                     |                       |                     |                       |
| Operating Expenses              | \$76,500            | \$2,444,036         | \$554,127             | \$5,563,565         | \$5,007,209           |
| Capital Outlay                  | 15,447,301          | 33,863,229          | 8,163,027             | 30,482,958          | 13,717,331            |
| Non-Operating                   | 0                   | 194,890             | 2,729,688             | 17,940              | 0                     |
| Total                           | <u>\$15,523,801</u> | <u>\$36,502,155</u> | <u>\$11,446,842</u>   | <u>\$36,064,463</u> | <u>\$18,724,540</u>   |
| Fund Balance                    | <u>\$32,045,782</u> |                     | <u>\$28,270,088</u>   |                     | <u>\$17,442,803</u>   |



**Board of County Commissioners, Palm Beach County**  
**Proposed Budget Comparison By Fund**  
**Fiscal Years 1995-96 and 1996-97**

1995 Final Non-Exempt Valuation Countywide \$54,817,786,944

1996 Tentative Non-Exempt Valuation Countywide \$57,257,373,053

| Fund Name                                    | FY 1995-1996 Adopted |               |               |               | FY 1996-1997 Adopted |               |               |               |
|--|----------------------|---------------|---------------|---------------|----------------------|---------------|---------------|---------------|
|  | Mills                | Taxes         | Other Revenue | Budget        | Mills                | Taxes         | Other Revenue | Budget        |
| General Fund                                 | 1.8128               | 99,571,885    | 131,485,149   | 231,057,034   | 1.9724               | 112,934,443   | 122,320,112   | 235,254,555   |
| Fine & Forfeiture Fund                       | 2.1857               | 120,054,208   | 76,600,232    | 196,654,440   | 2.0941               | 119,902,665   | 90,901,971    | 210,804,636   |
| County Transportation Trust Fund             | 0.0608               | 3,339,569     | 23,873,906    | 27,213,475    | 0.0311               | 1,780,704     | 27,320,115    | 29,100,819    |
| Capital Outlay Fund                          | 0.0724               | 3,976,723     | 32,525,432    | 36,502,155    | 0.1022               | 5,851,704     | 30,212,759    | 36,064,463    |
| Parks Improvement Fund                       |                      |               | 6,689,421     | 6,689,421     |                      | 0             | 8,636,202     | 8,636,202     |
| Public Buildings Improvement Fund            | 0.0860               | 4,723,732     | 8,198,159     | 12,921,891    | 0.0360               | 2,061,265     | 11,044,096    | 13,105,361    |
| Operating Ad Valorem Tax Funds-Countywide    | 4.2177               | 231,666,117   | 279,372,299   | 511,038,416   | 4.2358               | 242,530,781   | 290,435,255   | 532,966,036   |
| Non-Voted Debt Service                       |                      |               |               |               |                      |               |               |               |
| 7M Courthouse Bond I&S                       |                      |               | 1,219         | 1,219         | 0.0000               | 0             | 0             | 0             |
| Total Non-Voted Ad Valorem Tax-Countywide    | 4.2177               | 231,666,117   | 279,373,518   | 511,039,635   | 4.2358               | 242,530,781   | 290,435,255   | 532,966,036   |
| 6M Beach Acquisition Bond                    |                      |               | 500           | 500           |                      |               | 4,584         | 4,584         |
| 35M Beach & Park Bond                        |                      |               | 1,000         | 1,000         |                      |               | 20,605        | 20,605        |
| 29.7M Criminal Justice GO'83                 |                      |               | 0             | 0             |                      |               | 89,404        | 89,404        |
| 23.375M Refunding Bond                       | 0.0612               | 3,361,540     | (89,490)      | 3,272,050     | 0.0566               | 3,240,767     | 44,133        | 3,284,900     |
| 50M Environmentally Sensitive Lands Bond     | 0.0578               | 3,174,787     | 102,628       | 3,277,415     | 0.0554               | 3,172,059     | 105,209       | 3,277,268     |
| 59.39M Refunding Bond                        | 0.0975               | 5,355,394     | (138,386)     | 5,217,008     | 0.0911               | 5,216,147     | 900           | 5,217,047     |
| 50M ESL 94 DS Sinking                        | 0.0849               | 4,663,313     | (232,894)     | 4,430,419     | 0.0802               | 4,592,041     | (166,707)     | 4,425,334     |
| Voted Debt Service Ad Valorem Tax-Countywide | 0.3014               | 16,555,034    | (356,642)     | 16,198,392    | 0.2833               | 16,221,014    | 98,128        | 16,319,142    |
| Total Ad Valorem Tax Funds - Countywide      | 4.5191               | \$248,221,151 | \$279,016,876 | \$527,238,027 | 4.5191               | \$258,751,795 | \$290,533,383 | \$549,285,178 |



**Board of County Commissioners, Palm Beach County**  
**Proposed Budget Comparison By Fund**  
**Fiscal Years 1995-96 and 1996-97**

1995 Final Non-Exempt Valuation Countywide \$54,817,786,944

1996 Tentative Non-Exempt Valuation Countywide \$57,257,373,053

| Fund Name                               | FY 1995-1996 Adopted |       |               |            | FY 1996-1997 Adopted |       |               |            |
|---|----------------------|-------|---------------|------------|----------------------|-------|---------------|------------|
|   | Mills                | Taxes | Other Revenue | Budget     | Mills                | Taxes | Other Revenue | Budget     |
| AC&C Mobile Spay/Neuter Program         |                      |       | 338,050       | 338,050    |                      |       | 270,196       | 270,196    |
| Handicapped Parking Enforcement         |                      |       | 128,131       | 128,131    |                      |       | 106,611       | 106,611    |
| Natural Areas Stewardship Endowment     |                      |       | 0             | 0          |                      |       | 94,000        | 94,000     |
| Supervisor of Elections                 |                      |       | 0             | 0          |                      |       | 3,257,453     | 3,257,453  |
| South Lake Worth Inlet Fund             |                      |       | 0             | 0          |                      |       | 121,500       | 121,500    |
| Law Library Fund                        |                      |       | 920,790       | 920,790    |                      |       | 887,862       | 887,862    |
| Mass Transportation Trust Fund          |                      |       | 20,776,117    | 20,776,117 |                      |       | 25,420,175    | 25,420,175 |
| Law Enforcement Trust Fund              |                      |       | 506,288       | 506,288    |                      |       | 273,989       | 273,989    |
| Public Guardianship Program             |                      |       | 130,500       | 130,500    |                      |       | 130,500       | 130,500    |
| Sales Tax Revenue Fund                  |                      |       | 46,505,175    | 46,505,175 |                      |       | 51,807,269    | 51,807,269 |
| Criminal Justice Fund                   |                      |       | 2,121,006     | 2,121,006  |                      |       | 2,142,250     | 2,142,250  |
| Tourist Development Trust Fund          |                      |       | 20,329,672    | 20,329,672 |                      |       | 24,871,112    | 24,871,112 |
| Bond Waiver Program Fund                |                      |       | 139,217       | 139,217    |                      |       | 178,497       | 178,497    |
| Vessel Registration Fee Fund            |                      |       | 811,725       | 811,725    |                      |       | 806,650       | 806,650    |
| School Impact Fee Funds                 |                      |       | 6,839,700     | 6,839,700  |                      |       | 6,759,300     | 6,759,300  |
| D.O.S.S. - Community Centers Fund       |                      |       | 221,309       | 221,309    |                      |       | 251,128       | 251,128    |
| Law Enforcement Block Grant Fund        |                      |       | 0             | 0          |                      |       | 873,277       | 873,277    |
| Metropolitan Planning Organization Fund |                      |       | 2,896,766     | 2,896,766  |                      |       | 3,709,296     | 3,709,296  |
| E-911 Program Fund                      |                      |       | 3,570,725     | 3,570,725  |                      |       | 3,973,474     | 3,973,474  |
| Weed & Seed Program                     |                      |       | 180,348       | 180,348    |                      |       | 271,013       | 271,013    |
| Drug Abuse Trust Fund                   |                      |       | 80,369        | 80,369     |                      |       | 110,258       | 110,258    |
| Affordable Housing Trust Fund           |                      |       | 7,213,817     | 7,213,817  |                      |       | 9,209,001     | 9,209,001  |
| Natural Areas Fund                      |                      |       | 0             | 0          |                      |       | 257,302       | 257,302    |
| Franchise Fee Fund                      |                      |       | 18,105,379    | 18,105,379 |                      |       | 18,829,780    | 18,829,780 |
| Public Service Tax Fund                 |                      |       | 38,749,932    | 38,749,932 |                      |       | 38,660,153    | 38,660,153 |



**Board of County Commissioners, Palm Beach County**  
**Proposed Budget Comparison By Fund**  
**Fiscal Years 1995-96 and 1996-97**

1995 Final Non-Exempt Valuation Countywide \$54,817,786,944

1996 Tentative Non-Exempt Valuation Countywide \$57,257,373,053

| Fund Name                                      | FY 1995-1996 Adopted |       |               |            | FY 1996-1997 Adopted |       |               |            |
|--|----------------------|-------|---------------|------------|----------------------|-------|---------------|------------|
|  | Mills                | Taxes | Other Revenue | Budget     | Mills                | Taxes | Other Revenue | Budget     |
| Head Start                                     |                      |       | 8,639,627     | 8,639,627  |                      |       | 8,979,605     | 8,979,605  |
| Community Action Program Fund                  |                      |       | 1,000,519     | 1,000,519  |                      |       | 1,035,701     | 1,035,701  |
| EMS Award-Grant Program Fund                   |                      |       | 614,134       | 614,134    |                      |       | 510,796       | 510,796    |
| Public Safety Grants Fund                      |                      |       | 97,318        | 97,318     |                      |       | 108,996       | 108,996    |
| Housing & Community Development                |                      |       | 17,323,674    | 17,323,674 |                      |       | 17,298,090    | 17,298,090 |
| Home Investment Partnership Act                |                      |       | 4,756,705     | 4,756,705  |                      |       | 9,292,238     | 9,292,238  |
| JTPA Adult Migrant                             |                      |       | 436,987       | 436,987    |                      |       | 352,692       | 352,692    |
| Senior Aides Employment Program                |                      |       | 690,137       | 690,137    |                      |       | 695,135       | 695,135    |
| Division of Senior Services                    |                      |       | 6,325,275     | 6,325,275  |                      |       | 7,547,371     | 7,547,371  |
| Intragov't Radio Communication Prog. Fund      |                      |       | 1,270,918     | 1,270,918  |                      |       | 2,278,024     | 2,278,024  |
| Low Income Home Energy Program Fund            |                      |       | 475,505       | 475,505    |                      |       | 458,152       | 458,152    |
| State Home Program                             |                      |       | 300,000       | 300,000    |                      |       | 0             | 0          |
| Ryan White Care Program                        |                      |       | 5,162,163     | 5,162,163  |                      |       | 3,034,839     | 3,034,839  |
| EM Preparedness & Assistance                   |                      |       | 69,497        | 69,497     |                      |       | 72,972        | 72,972     |
| 25.3M Community Parks DS Fund                  |                      |       | 0             | 0          |                      |       | 890,375       | 890,375    |
| Professional Sports Facility Debt Service Fund |                      |       | 4,553,553     | 4,553,553  |                      |       | 2,200,153     | 2,200,153  |
| 2.5M Improvement Bond Debt Service Fund        |                      |       | 658,680       | 658,680    |                      |       | 385,055       | 385,055    |
| 9.375M Non Ad Valorem '95 Debt Service Fund    |                      |       | 2,827,482     | 2,827,482  |                      |       | 2,834,303     | 2,834,303  |
| 1M Glades Health Facility Debt Service Fund    |                      |       | 224,500       | 224,500    |                      |       | 226,557       | 226,557    |
| 10.47M Airport Centre Debt Service Fund        |                      |       | 894,040       | 894,040    |                      |       | 894,550       | 894,550    |
| N. County Govt'l Expansion Cts DS              |                      |       | 0             | 0          |                      |       | 689,763       | 689,763    |
| 20.325M Judicial Ctr Parking Garage DS Fund    |                      |       | 1,362,177     | 1,362,177  |                      |       | 1,144,308     | 1,144,308  |
| 8.585M Okeeheele Golf Debt Service Fund        |                      |       | 620,058       | 620,058    |                      |       | 763,915       | 763,915    |
| 30.73M Beach Bond Refunding                    |                      |       | 6,199,187     | 6,199,187  |                      |       | 6,269,683     | 6,269,683  |
| 26.515M Revenue Refunding DS Fund              |                      |       | 2,757,455     | 2,757,455  |                      |       | 2,755,850     | 2,755,850  |



**Board of County Commissioners, Palm Beach County**  
**Proposed Budget Comparison By Fund**  
**Fiscal Years 1995-96 and 1996-97**

1995 Final Non-Exempt Valuation Countywide \$54,817,786,944

1996 Tentative Non-Exempt Valuation Countywide \$57,257,373,053

| Fund Name   | FY 1995-1996 Adopted |       |               |             | FY 1996-1997 Adopted |       |               |             |
|---|----------------------|-------|---------------|-------------|----------------------|-------|---------------|-------------|
|   | Mills                | Taxes | Other Revenue | Budget      | Mills                | Taxes | Other Revenue | Budget      |
| 233.6M Judicial Ctr-Detention Fac. DS Fund        |                      |       | 12,343,285    | 12,343,285  |                      |       | 12,346,160    | 12,346,160  |
| 117.485M CJC Refunding DS Fund                    |                      |       | 6,486,143     | 6,486,143   |                      |       | 6,483,033     | 6,483,033   |
| 26.38M CJC Completion Bond Fund                   |                      |       | 2,224,478     | 2,224,478   |                      |       | 2,222,347     | 2,222,347   |
| 22.245M Adm Complex Rev. Ref. DS Fund             |                      |       | 1,904,725     | 1,904,725   |                      |       | 1,907,575     | 1,907,575   |
| 60.875M Pooled Financing Debt Serv. Fund          |                      |       | 5,335,706     | 5,335,706   |                      |       | 5,320,363     | 5,320,363   |
| First Municipal Loan Program - D/S                |                      |       | 996,655       | 996,655     |                      |       | 0             | 0           |
| Sheriff Vehicle DS Funds                          |                      |       | 1,551,271     | 1,551,271   |                      |       | 2,007,850     | 2,007,850   |
| Sheriff Lt Lind Facility DS                       |                      |       | 0             | 0           |                      |       | 348,796       | 348,796     |
| PUD Civic Site Cash Out                           |                      |       | 0             | 0           |                      |       | 793,671       | 793,671     |
| Judicial Ctr/Detention Facility Construction Fund |                      |       | 5,835,742     | 5,835,742   |                      |       | 2,803,601     | 2,803,601   |
| 26.38M Criminal Justice Facility                  |                      |       | 23,049,485    | 23,049,485  |                      |       | 19,394,650    | 19,394,650  |
| 50M Env. Sensitive Lands Capital Fund             |                      |       | 7,086,614     | 7,086,614   |                      |       | 52,750        | 52,750      |
| 50M ESL 94 Acquisition Fund                       |                      |       | 50,768,214    | 50,768,214  |                      |       | 50,107,985    | 50,107,985  |
| Professional Sports Facility                      |                      |       | 27,827,436    | 27,827,436  |                      |       | 26,757,278    | 26,757,278  |
| 9.375M Non Ad Valorem '95 Rev                     |                      |       | 447,564       | 447,564     |                      |       | 1,048,340     | 1,048,340   |
| Sheriff Lt Ind Facility Acq.                      |                      |       | 0             | 0           |                      |       | 6,505,000     | 6,505,000   |
| Sheriff Vehicle Loan - FY 96                      |                      |       | 0             | 0           |                      |       | 1,226,447     | 1,226,447   |
| Constitutional Gas Tax Fund                       |                      |       | 1,646,578     | 1,646,578   |                      |       | 799,482       | 799,482     |
| 10.47M Airport Centre Acquisition Fund            |                      |       | 493,659       | 493,659     |                      |       | 514,522       | 514,522     |
| North County Governmental Center Expansion        |                      |       | 0             | 0           |                      |       | 12,329,791    | 12,329,791  |
| 32.7M Public Impv. Acquisition & Constr. Fund     |                      |       | 417,956       | 417,956     |                      |       | 426,112       | 426,112     |
| 20.325M Judicial Ctr. Parking Garage Const. Fund  |                      |       | 21,948,785    | 21,948,785  |                      |       | 9,862,331     | 9,862,331   |
| 8.585M Okeetchee Golf Acquisition                 |                      |       | 1,533,942     | 1,533,942   |                      |       | 143,831       | 143,831     |
| Transportation Improvement Fund                   |                      |       | 117,459,628   | 117,459,628 |                      |       | 123,797,667   | 123,797,667 |
| Road Impact Fee Funds                             |                      |       | 54,553,893    | 54,553,893  |                      |       | 58,671,913    | 58,671,913  |



**Board of County Commissioners, Palm Beach County**  
**Proposed Budget Comparison By Fund**  
**Fiscal Years 1995-96 and 1996-97**

1995 Final Non-Exempt Valuation Countywide \$54,817,786,944

1996 Tentative Non-Exempt Valuation Countywide \$57,257,373,053

| Fund Name                               | FY 1995-1996 Adopted |                      |                        |                        | FY 1996-1997 Adopted |                      |                        |                        |
|---|----------------------|----------------------|------------------------|------------------------|----------------------|----------------------|------------------------|------------------------|
|   | Mills                | Taxes                | Other Revenue          | Budget                 | Mills                | Taxes                | Other Revenue          | Budget                 |
| 50.875M Construction & Acquisition Fund |                      |                      | 6,631,620              | 6,631,620              |                      |                      | 0                      | 0                      |
| 30M Park Development Construction Fund  |                      |                      | 4,201,111              | 4,201,111              |                      |                      | 1,311,909              | 1,311,909              |
| 25.3M Community Parks Acq.              |                      |                      | 0                      | 0                      |                      |                      | 25,296,685             | 25,296,685             |
| Beach Improvement Fund                  |                      |                      | 8,861,360              | 8,861,360              |                      |                      | 9,745,378              | 9,745,378              |
| Law Enforcement Impact Fee Fund         |                      |                      | 3,104,144              | 3,104,144              |                      |                      | 2,345,870              | 2,345,870              |
| Park Impact Fee Funds                   |                      |                      | 28,762,229             | 28,762,229             |                      |                      | 32,087,552             | 32,087,552             |
| Public Buildings Impact Fee Fund        |                      |                      | 5,169,790              | 5,169,790              |                      |                      | 4,874,844              | 4,874,844              |
| Water Utilities Department              |                      |                      | 181,980,424            | 181,980,424            |                      |                      | 187,608,217            | 187,608,217            |
| Department of Airports                  |                      |                      | 166,653,388            | 166,653,388            |                      |                      | 176,816,457            | 176,816,457            |
| PBC Transportation Authority-Palm Tran  |                      |                      | 49,187,614             | 49,187,614             |                      |                      | 43,770,700             | 43,770,700             |
| Southwinds Golf Course Fund             |                      |                      | 1,603,131              | 1,603,131              |                      |                      | 1,945,608              | 1,945,608              |
| Okecheelee Golf Course                  |                      |                      | 2,359,236              | 2,359,236              |                      |                      | 1,929,195              | 1,929,195              |
| Fleet Management                        |                      |                      | 14,867,856             | 14,867,856             |                      |                      | 19,234,831             | 19,234,831             |
| Employee Health Insurance Fund          |                      |                      | 15,047,058             | 15,047,058             |                      |                      | 14,906,086             | 14,906,086             |
| Casualty Self Insurance Fund            |                      |                      | 6,536,568              | 6,536,568              |                      |                      | 6,664,000              | 6,664,000              |
| Risk Management Fund                    |                      |                      | 8,634,632              | 8,634,632              |                      |                      | 10,205,419             | 10,205,419             |
| Information System Services             |                      |                      | 15,942,817             | 15,942,817             |                      |                      | 16,465,786             | 16,465,786             |
| Graphics                                |                      |                      | 936,792                | 936,792                |                      |                      | 979,718                | 979,718                |
| Animal Regulation Trust Fund            |                      |                      | 0                      | 0                      |                      |                      | 21,808                 | 21,808                 |
| <b>Gross- Total Countywide Funds</b>    | <b>4.5191</b>        | <b>248,221,151</b>   | <b>1,381,233,012</b>   | <b>1,629,454,163</b>   | <b>4.5191</b>        | <b>258,751,795</b>   | <b>1,456,606,110</b>   | <b>1,715,357,905</b>   |
| Less: Inter-Fund Transfers              |                      |                      | (249,639,119)          | (249,639,119)          |                      |                      | (272,414,758)          | (272,414,758)          |
| Less: Inter-Dept. Charges               |                      |                      | (11,483,739)           | (11,483,739)           |                      |                      | (12,384,435)           | (12,384,435)           |
| Less: Internal Service Funds            |                      |                      | (61,882,185)           | (61,882,185)           |                      |                      | (68,455,840)           | (68,455,840)           |
| <b>NET- TOTAL COUNTYWIDE FUNDS</b>      | <b>4.5191</b>        | <b>\$248,221,151</b> | <b>\$1,058,227,969</b> | <b>\$1,306,449,120</b> | <b>4.5191</b>        | <b>\$258,751,795</b> | <b>\$1,103,351,077</b> | <b>\$1,362,102,872</b> |



**Board of County Commissioners, Palm Beach County**  
**Proposed Budget Comparison By Fund**  
**Fiscal Years 1995-96 and 1996-97**

1995 Final Non-Exempt Valuation Countywide \$54,817,786,944

1996 Tentative Non-Exempt Valuation Countywide \$57,257,373,053

| Fund Name   | FY 1995-1996 Adopted |                      |                        |                        | FY 1996-1997 Adopted |                      |                        |                        |
|---|----------------------|----------------------|------------------------|------------------------|----------------------|----------------------|------------------------|------------------------|
|   | Mills                | Taxes                | Other Revenue          | Budget                 | Mills                | Taxes                | Other Revenue          | Budget                 |
| Palm Beach County Library                         | 0.4838               | 14,645,007           | 2,071,722              | 16,716,729             | 0.4997               | 15,832,397           | 2,945,523              | 18,777,920             |
| Library Improvement Fund                          |                      |                      | 98,962                 | 98,962                 |                      |                      | 103,896                | 103,896                |
| Library Expansion Program                         |                      |                      | 3,077,300              | 3,077,300              |                      |                      | 2,467,449              | 2,467,449              |
| Library Impact Fee Fund                           |                      |                      | 1,666,019              | 1,666,019              |                      |                      | 1,545,100              | 1,545,100              |
| Municipal Service Taxing District                 |                      |                      | 34,485,802             | 34,485,802             |                      |                      | 36,067,804             | 36,067,804             |
| Fire/Rescue MSTU                                  | 2.5293               | 59,867,733           | 12,285,083             | 72,152,816             | 2.4998               | 61,899,574           | 18,343,828             | 80,243,402             |
| Fire/Rescue Grant Funds                           |                      |                      | 449,626                | 449,626                |                      |                      | 224,813                | 224,813                |
| Fire/Rescue Long Term Disability Plan             |                      |                      | 1,632,879              | 1,632,879              |                      |                      | 1,999,702              | 1,999,702              |
| MSBU-Hydrant Rental - Boca Raton                  |                      |                      | 402,244                | 402,244                |                      |                      | 403,177                | 403,177                |
| Aviation Battalion                                |                      |                      | 3,773,073              | 3,773,073              |                      |                      | 3,991,131              | 3,991,131              |
| MSBU-Hydrant Rental - Riviera Beach               |                      |                      | 21,126                 | 21,126                 |                      |                      | 22,089                 | 22,089                 |
| 50.875M Construction & Acquisition Fire/Rescue    |                      |                      | 6,430                  | 6,430                  |                      |                      | 0                      | 0                      |
| Fire/Rescue Improvement Fund                      |                      |                      | 5,156,182              | 5,156,182              |                      |                      | 6,042,624              | 6,042,624              |
| Fire/Rescue Impact Fee Funds                      |                      |                      | 3,588,880              | 3,588,880              |                      |                      | 4,084,056              | 4,084,056              |
| Glades Regional Fire MSTU                         | 0.6764               | 522,633              | 55,177                 | 577,810                | 0.8094               | 578,760              | 298,733                | 877,493                |
| MSTU District A                                   |                      |                      | 949,574                | 949,574                |                      |                      | 996,580                | 996,580                |
| MSTU District B                                   |                      |                      | 1,274,306              | 1,274,306              |                      |                      | 1,170,684              | 1,170,684              |
| MSTU District C                                   |                      |                      | 973,433                | 973,433                |                      |                      | 1,406,097              | 1,406,097              |
| MSTU District D                                   |                      |                      | 569,953                | 569,953                |                      |                      | 919,427                | 919,427                |
| MSTU District E                                   |                      |                      | 416,217                | 416,217                |                      |                      | 439,958                | 439,958                |
| Unincorporated Improvement Fund                   |                      |                      | 8,722,688              | 8,722,688              |                      |                      | 4,110,191              | 4,110,191              |
| Gross - Total Dependent Districts                 |                      | 75,035,373           | 81,676,676             | 156,712,049            |                      | 78,310,731           | 87,582,862             | 165,893,593            |
| Less: Inter-Fund Transfers                        |                      |                      | (11,026,826)           | (11,026,826)           |                      |                      | (11,428,528)           | (11,428,528)           |
| Less: Inter-Dept. Charges                         |                      |                      | (4,351,518)            | (4,351,518)            |                      |                      | (4,306,046)            | (4,306,046)            |
| <b>NET-TOTAL DEPENDENT DISTRICTS</b>              |                      | <b>75,035,373</b>    | <b>66,298,332</b>      | <b>141,333,705</b>     |                      | <b>78,310,731</b>    | <b>71,848,288</b>      | <b>150,159,019</b>     |
|   |                      |                      |                        |                        |                      |                      |                        |                        |
| <b>NET-TOTAL COUNTY FUNDS &amp; DEP DISTRICTS</b> |                      | <b>\$323,256,524</b> | <b>\$1,124,526,301</b> | <b>\$1,447,782,825</b> |                      | <b>\$337,062,526</b> | <b>\$1,175,199,365</b> | <b>\$1,512,261,891</b> |



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# Appropriations

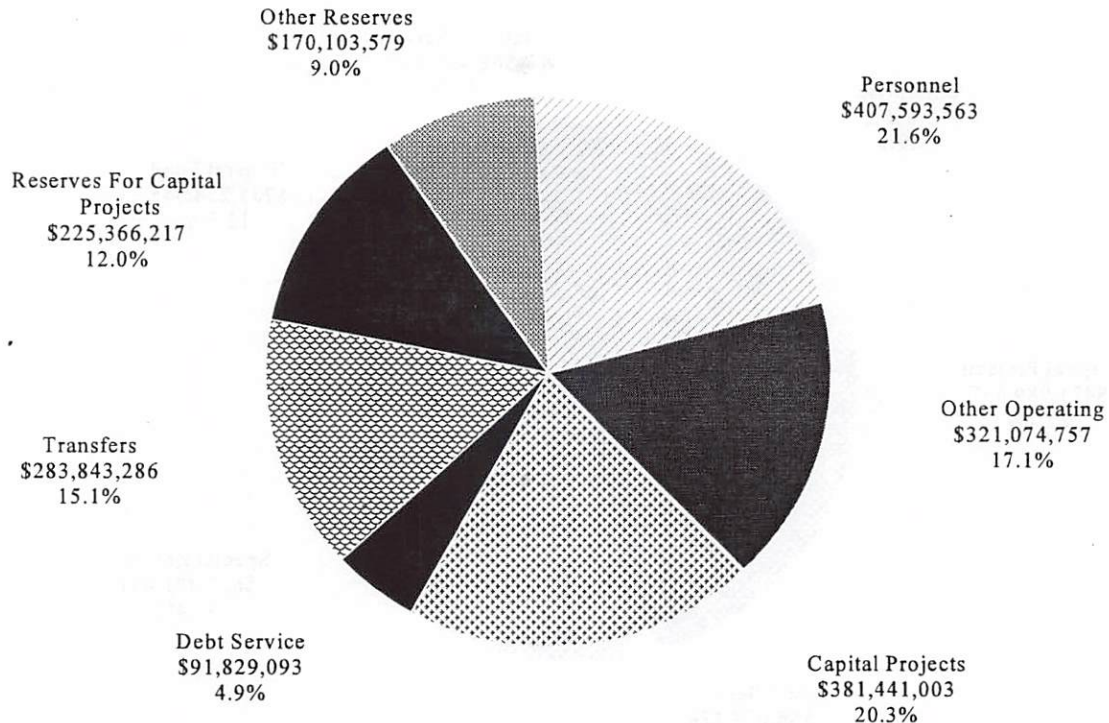






## Expenditures By Category

### Total All Funds \$1,881,251,498



The above graph reflects how funds for the total County budget are allocated.

The operating portion of the budget, which includes Personnel costs (salaries and benefits) and Other Operating expenditures combined, is 38.7% of the total budget. Personnel costs represent 21.6% of the total budget and include budget for the Board of County Commissioners, Sheriff, Clerk of the Court (Non-Fee Supported), and Supervisor of Elections.

Capital Projects are the expenditures expected during the year for capital improvement projects approved by the Board of County Commissioners.

Debt Service expenditures include debt for all funds, but do not include reserves for debt (\$25,600,520) which are part of "other reserves".

Transfers represent funds transferred from one fund to another. A transfer out of a fund is reflected as an expenditure, while a transfer into a fund appears as a revenue.

Reserves for Capital Projects represent funds which will be allocated during the fiscal year for designated projects. It also includes funds that have been received but will not be spent within the fiscal year as is the case when bond proceeds are used to fund capital projects which take more than one year to complete. Although the bond revenues are received all at one time, it takes several years to spend the funds, in which case, the remaining funds are reserved.

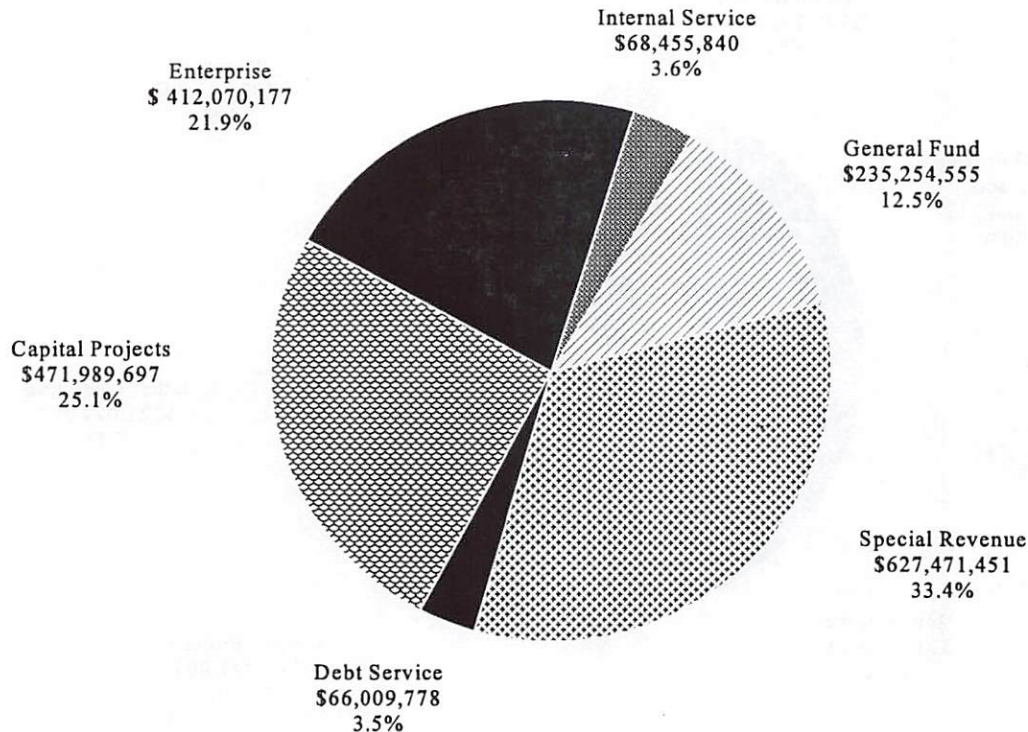
Other Reserves are for cash carry forward, contingencies and debt service.

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## Expenditures By Fund Group

**Total All Funds \$1,881,251,498**



The General Fund finances Countywide services and operations not required to be accounted for in another fund.

Special Revenue Funds account for expenditures from specific revenue sources other than trust or major capital projects that are legally restricted for specified purposes (Fire-Rescue, non-enterprise State and Federal Grants, and Public Safety expenditures for Law Enforcement).

Debt Service Funds accumulate funds for the payment of principal and interest on non-enterprise bond issues.

Capital Projects Funds account for the acquisition and construction of non-enterprise capital facilities.

Enterprise Funds account for services that are financed and operated in a manner similar to private business enterprises (Airports, Water Utilities, Palm Tran, Southwinds Golf Course, and Okeeheelee Golf Course).

Internal Service Funds account for departments that provide services to other County operating departments on a cost reimbursement basis (Risk Management, Fleet Management, Graphics, and Information Systems Services).



**Comparison Of Gross Budget, Tax Equivalent Funding  
And Positions By Department  
FY 1995-96 Original Budget and FY 1996-97 Adopted Budget**

| <b>Department</b>  | <b>Fiscal Year</b> |                | <b>Change</b> |          |
|--|--------------------|----------------|---------------|----------|
|  | <b>1995-96</b>     | <b>1996-97</b> | <b>Amount</b> | <b>%</b> |
| <b><u>Airports</u></b>   |                    |                |               |          |
| Gross  | \$166,653,388      | \$176,816,457  | \$10,163,069  | 6.1      |
| Ad Valorem Equivalent  | 0                  | 0              | 0             | 0.0      |
| Positions  | 132                | 133            | 1             | 0.8      |
| <b><u>Community Services</u></b>   |                    |                |               |          |
| Gross  | 28,222,250         | 28,252,997     | 30,747        | 0.1      |
| Ad Valorem Equivalent  | 10,007,927         | 11,485,220     | 1,477,293     | 14.8     |
| Positions  | 371                | 391            | 20            | 5.4      |
| Sixteen positions were added and two positions were transferred to non-departmental during FY 1995-96. |                    |                |               |          |
| <b><u>County Administration</u></b>  |                    |                |               |          |
| Gross  | 1,185,439          | 1,168,929      | (16,510)      | (1.4)    |
| Ad Valorem Equivalent  | 968,312            | 943,117        | (25,195)      | (2.6)    |
| Positions  | 13                 | 13             | 0             | 0.0      |
| <b><u>County Attorney</u></b>  |                    |                |               |          |
| Gross  | 3,764,408          | 3,978,300      | 213,892       | 5.7      |
| Ad Valorem Equivalent  | 2,009,506          | 2,189,800      | 180,294       | 9.0      |
| Positions  | 56                 | 56             | 0             | 0.0      |
| <b><u>County Commission</u></b>  |                    |                |               |          |
| Gross  | 1,848,471          | 1,961,265      | 112,794       | 6.1      |
| Ad Valorem Equivalent  | 1,848,471          | 1,961,265      | 112,794       | 6.1      |
| Positions  | 29                 | 29             | 0             | 0.0      |
| <b><u>County Cooperative Extension Service</u></b>   |                    |                |               |          |
| Gross  | 1,825,960          | 1,760,713      | (65,247)      | (3.6)    |
| Ad Valorem Equivalent  | 1,798,792          | 1,760,713      | (38,079)      | (2.1)    |
| Positions  | 33                 | 34             | 1             | 3.0      |

One position added during FY 1995-96.

FY 1995-96 and FY 1996-97 do not include \$79,000 funding for the Palm Beach Soil and Water Conservation District which is included in the Non-Departmental section.

| <u>Department</u>  | <u>Fiscal Year</u> |                | <u>Change</u> |          |
|--|--------------------|----------------|---------------|----------|
|  | <u>1995-96</u>     | <u>1996-97</u> | <u>Amount</u> | <u>%</u> |
| <b><u>County Library</u></b>   |                    |                |               |          |
| Gross  | 16,716,729         | 18,777,920     | 2,061,191     | 12.3     |
| Ad Valorem Equivalent  | 14,645,007         | 15,832,397     | 1,187,390     | 8.1      |
| Positions  | 302                | 317            | 15            | 5.0      |
| <b><u>Employee Relations &amp; Personnel</u></b>   |                    |                |               |          |
| Gross  | 1,990,073          | 2,160,880      | 170,807       | 8.6      |
| Ad Valorem Equivalent  | 1,990,073          | 2,104,880      | 114,807       | 5.8      |
| Positions  | 35                 | 36             | 1             | 2.9      |
| One position was added during FY 96.   |                    |                |               |          |
| <b><u>Engineering &amp; Public Works</u></b>   |                    |                |               |          |
| Gross  | 36,528,118         | 38,154,315     | 1,626,197     | 4.5      |
| Ad Valorem Equivalent  | 31,903,587         | 33,506,946     | 1,603,359     | 5.0      |
| Positions  | 435                | 442            | 7             | 1.6      |
| FY 1996-97 does not include the transfer of Constitutional Gas Tax funded capital maintenance projects in the amount of \$799,482. |                    |                |               |          |
| <b><u>Environmental Resource Management</u></b>  |                    |                |               |          |
| Gross  | 9,346,852          | 9,577,554      | 230,702       | 2.5      |
| Ad Valorem Equivalent  | 3,672,209          | 3,832,558      | 160,349       | 4.4      |
| Positions  | 97                 | 101            | 4             | 4.1      |
| <b><u>Facilities Development &amp; Operations</u></b>  |                    |                |               |          |
| Gross  | 35,563,906         | 42,062,052     | 6,498,146     | 18.3     |
| Ad Valorem Equivalent  | 14,935,946         | 16,273,822     | 1,337,876     | 9.0      |
| Positions  | 357                | 371            | 14            | 3.9      |
| Three positions were added in FY 1995-96.  |                    |                |               |          |
| <b><u>Financial Mgmt. &amp; Budget</u></b>   |                    |                |               |          |
| Gross  | 2,938,397          | 3,117,492      | 179,095       | 6.1      |
| Ad Valorem Equivalent  | 2,748,397          | 2,902,492      | 154,095       | 5.6      |
| Positions  | 40                 | 40             | 0             | 0.0      |
| <b><u>Fire-Rescue</u></b>  |                    |                |               |          |
| Gross  | 79,009,574         | 87,761,807     | 8,752,233     | 11.1     |
| Ad Valorem Equivalent  | 60,390,366         | 62,478,334     | 2,087,968     | 3.5      |
| Positions  | 827                | 828            | 1             | 0.1      |



| <b>Department</b>                                | <b>Fiscal Year</b> |                | <b>Change</b> |          |
|--|--------------------|----------------|---------------|----------|
|  | <b>1995-96</b>     | <b>1996-97</b> | <b>Amount</b> | <b>%</b> |
| <b><u>Housing and Community Development</u></b>  |                    |                |               |          |
| Gross  | 29,594,196         | 35,799,329     | 6,205,133     | 21.0     |
| Ad Valorem Equivalent                            | 0                  | 0              | 0             | 0.0      |
| Positions  | 35                 | 37             | 2             | 5.7      |
| <b><u>Information System Services</u></b>        |                    |                |               |          |
| Gross  | 15,942,817         | 16,465,786     | 522,969       | 3.3      |
| Ad Valorem Equivalent                            | 0                  | 0              | 0             | 0.0      |
| Positions  | 151                | 151            | 0             | 0.0      |
| <b><u>Internal Auditor</u></b>                   |                    |                |               |          |
| Gross  | 838,352            | 897,538        | 59,186        | 7.1      |
| Ad Valorem Equivalent                            | 513,197            | 567,538        | 54,341        | 10.6     |
| Positions  | 12                 | 12             | 0             | 0.0      |
| <b><u>Judicial</u></b>                           |                    |                |               |          |
| Gross  | 12,146,635         | 12,668,982     | 522,347       | 4.3      |
| Ad Valorem Equivalent                            | 10,209,597         | 10,446,643     | 237,046       | 2.3      |
| Positions  | 120                | 122            | 2             | 1.7      |
| <b><u>Metropolitan Planning Organization</u></b> |                    |                |               |          |
| Gross  | 2,896,766          | 3,709,296      | 812,530       | 28.0     |
| Ad Valorem Equivalent                            | 224,943            | 305,127        | 80,184        | 35.6     |
| Positions  | 10                 | 10             | 0             | 0.0      |
| <b><u>Palm Tran</u></b>                          |                    |                |               |          |
| Gross  | 49,187,614         | 43,770,700     | (5,416,914)   | (11.0)   |
| Ad Valorem Equivalent                            | 5,100,208          | 5,035,000      | (65,208)      | (1.3)    |
| Positions  | 0                  | 2              | 2             | 0.0      |
| <b><u>Parks &amp; Recreation</u></b>             |                    |                |               |          |
| Gross  | 28,037,645         | 30,456,706     | 2,419,061     | 8.6      |
| Ad Valorem Equivalent                            | 22,145,598         | 24,614,117     | 2,468,519     | 11.1     |
| Positions  | 424                | 438            | 14            | 3.3      |
| <b><u>Planning, Zoning &amp; Building</u></b>    |                    |                |               |          |
| Gross  | 33,251,280         | 34,754,577     | 1,503,297     | 4.5      |
| Ad Valorem Equivalent                            | 9,929,928          | 10,492,645     | 562,717       | 5.7      |
| Positions  | 329                | 331            | 2             | 0.6      |

| <u>Department</u>            | <u>Fiscal Year</u> |                | <u>Change</u> |          |
|------------------------------|--------------------|----------------|---------------|----------|
|                              | <u>1995-96</u>     | <u>1996-97</u> | <u>Amount</u> | <u>%</u> |
| <b><u>Public Affairs</u></b> |                    |                |               |          |
| Gross                        | 4,176,852          | 4,328,639      | 151,787       | 3.6      |
| Ad Valorem Equivalent        | 3,239,598          | 3,280,421      | 40,823        | 1.3      |
| Positions                    | 48                 | 48             | 0             | 0.0      |

Legislative Delegation has been combined with Public Affairs.

|                             |            |            |           |     |
|-----------------------------|------------|------------|-----------|-----|
| <b><u>Public Safety</u></b> |            |            |           |     |
| Gross                       | 18,881,782 | 19,961,193 | 1,079,411 | 5.7 |
| Ad Valorem Equivalent       | 11,802,444 | 12,846,863 | 1,044,419 | 8.8 |
| Positions                   | 227        | 236        | 9         | 4.0 |

Four positions were added during FY 1995-96.

|                          |           |           |         |       |
|--------------------------|-----------|-----------|---------|-------|
| <b><u>Purchasing</u></b> |           |           |         |       |
| Gross                    | 2,289,949 | 2,408,818 | 118,869 | 5.2   |
| Ad Valorem Equivalent    | 2,182,522 | 2,253,280 | 70,758  | 3.2   |
| Positions                | 45        | 44        | (1)     | (2.2) |

One position was eliminated in FY 1995-96.

|                               |            |            |           |     |
|-------------------------------|------------|------------|-----------|-----|
| <b><u>Risk Management</u></b> |            |            |           |     |
| Gross                         | 30,218,258 | 31,775,505 | 1,557,247 | 5.2 |
| Ad Valorem Equivalent         | 0          | 0          | 0         | 0.0 |
| Positions                     | 30         | 30         | 0         | 0.0 |

|                                   |            |            |           |      |
|-----------------------------------|------------|------------|-----------|------|
| <b><u>Tourist Development</u></b> |            |            |           |      |
| Gross                             | 20,329,672 | 24,871,112 | 4,541,440 | 22.3 |
| Ad Valorem Equivalent             | 0          | 0          | 0         | 0.0  |
| Positions                         | 7          | 8          | 1         | 14.3 |

One position was added to TDC Administration during FY 1995-96.

|                               |             |             |           |       |
|-------------------------------|-------------|-------------|-----------|-------|
| <b><u>Water Utilities</u></b> |             |             |           |       |
| Gross                         | 181,980,424 | 187,608,217 | 5,627,793 | 3.1   |
| Ad Valorem Equivalent         | 0           | 0           | 0         | 0.0   |
| Positions                     | 429         | 414         | (15)      | (3.5) |

As a result of internal productivity enhancement efforts, the Department was able to eliminate 15 positions from the personnel complement as of October 1, 1996.



| <b>Non-Departmental:</b>                  | <b>Fiscal Year</b> |                | <b>Change</b> |          |
|---|--------------------|----------------|---------------|----------|
|   | <b>1995-96</b>     | <b>1996-97</b> | <b>Amount</b> | <b>%</b> |
| <b><u>Criminal Justice Commission</u></b> |                    |                |               |          |
| Gross                                     | 492,233            | 587,779        | 95,546        | 19.4     |
| Ad Valorem Equivalent                     | 309,385            | 316,766        | 7,381         | 2.4      |
| Positions                                 | 14                 | 15             | 1             | 7.1      |

A grant funded position was added in FY 95-96.

|   |           |           |         |     |
|---|-----------|-----------|---------|-----|
| <b><u>Economic Development Coordination</u></b> |           |           |         |     |
| Gross   | 7,086,610 | 7,704,790 | 618,180 | 8.7 |
| Ad Valorem Equivalent                           | 7,061,610 | 7,629,790 | 568,180 | 8.0 |
| Positions                                       | 5         | 5         | 0       | 0.0 |

|                                 |         |         |        |     |
|---------------------------------|---------|---------|--------|-----|
| <b><u>Equal Opportunity</u></b> |         |         |        |     |
| Gross                           | 748,311 | 780,775 | 32,464 | 4.3 |
| Ad Valorem Equivalent           | 595,680 | 634,112 | 38,432 | 6.5 |
| Positions                       | 11      | 11      | 0      | 0.0 |

|   |         |         |          |     |
|---|---------|---------|----------|-----|
| <b><u>Housing Finance Authority</u></b> |         |         |          |     |
| Gross                                   | 135,572 | 119,058 | (16,514) | 0.0 |
| Ad Valorem Equivalent                   | 0       | 0       | 0        | 0.0 |
| Positions                               | 2       | 2       | 0        | 0.0 |

Two positions were transferred from the Community Services Department.

|  |         |         |        |     |
|--|---------|---------|--------|-----|
| <b><u>Minority/Women Business Enterprise</u></b> |         |         |        |     |
| Gross  | 506,175 | 535,192 | 29,017 | 5.7 |
| Ad Valorem Equivalent                            | 496,175 | 521,272 | 25,097 | 5.1 |
| Positions  | 7       | 7       | 0      | 0.0 |

|  |        |        |   |     |
|--|--------|--------|---|-----|
| <b><u>Palm Beach Soil &amp; Water Conservation</u></b> |        |        |   |     |
| Gross  | 79,000 | 79,000 | 0 | 0.0 |
| Ad Valorem Equivalent                                  | 79,000 | 79,000 | 0 | 0.0 |

|                                  |           |           |        |     |
|----------------------------------|-----------|-----------|--------|-----|
| <b><u>Public Health Unit</u></b> |           |           |        |     |
| Gross                            | 1,448,821 | 1,531,622 | 82,801 | 5.7 |
| Ad Valorem Equivalent            | 1,448,821 | 1,531,622 | 82,801 | 5.7 |

|  |               |               |              |     |
|--|---------------|---------------|--------------|-----|
| <b><u>Total BCC Departments/Agencies</u></b> |               |               |              |     |
| Gross  | \$825,783,529 | \$876,286,295 | \$50,502,766 | 6.1 |
| Ad Valorem Equivalent                        | \$222,178,299 | \$235,746,740 | \$13,568,441 | 6.1 |
| Positions                                    | 4,633         | 4,714         | 81           | 1.7 |

| <u>Constitutional Officers:</u>  | <u>Fiscal Year</u> |                | <u>Change</u> |          |
|----------------------------------|--------------------|----------------|---------------|----------|
|                                  | <u>1995-96</u>     | <u>1996-97</u> | <u>Amount</u> | <u>%</u> |
| <b><u>Clerk of the Court</u></b> |                    |                |               |          |
| Gross                            | 26,163,093         | 27,761,078     | 1,597,985     | 6.1      |
| Ad Valorem Equivalent            | 22,587,443         | 23,186,078     | 598,635       | 2.7      |
| Positions                        | 391                | 391            | 0             | 0.0      |

Does not include Clerk's "Fee" Budget.

FY 1997 includes \$1 million in Excess Fees from the Clerk which was not budgeted in FY. 1995-96.  
Excluding this revenue, the Clerk's ad valorem equivalent funding increased by 4.5%.

|                                  |            |            |         |     |
|----------------------------------|------------|------------|---------|-----|
| <b><u>Property Appraiser</u></b> |            |            |         |     |
| Gross                            | 12,701,594 | 12,965,000 | 263,406 | 2.1 |
| Ad Valorem Equivalent            | 12,201,594 | 12,465,000 | 263,406 | 2.2 |
| Positions                        | 233        | 233        | 0       | 0.0 |

|                               |           |           |           |       |
|-------------------------------|-----------|-----------|-----------|-------|
| <b><u>Public Defender</u></b> |           |           |           |       |
| Gross                         | 1,264,895 | 1,161,896 | (102,999) | (8.1) |
| Ad Valorem Equivalent         | 1,264,895 | 1,161,896 | (102,999) | (8.1) |

|                       |             |             |            |     |
|-----------------------|-------------|-------------|------------|-----|
| <b><u>Sheriff</u></b> |             |             |            |     |
| Gross                 | 172,924,998 | 184,776,995 | 11,851,997 | 6.9 |
| Ad Valorem Equivalent | 157,519,921 | 162,086,877 | 4,566,956  | 2.9 |
| Positions             | 2,564       | 2,693       | 129        | 5.0 |

|                              |           |           |         |      |
|------------------------------|-----------|-----------|---------|------|
| <b><u>State Attorney</u></b> |           |           |         |      |
| Gross                        | 1,003,461 | 1,135,104 | 131,643 | 13.1 |
| Ad Valorem Equivalent        | 1,003,461 | 1,135,104 | 131,643 | 13.1 |

|                                       |           |           |           |       |
|---------------------------------------|-----------|-----------|-----------|-------|
| <b><u>Supervisor of Elections</u></b> |           |           |           |       |
| Gross                                 | 3,477,075 | 3,257,453 | (219,622) | (6.3) |
| Ad Valorem Equivalent                 | 3,397,075 | 3,222,453 | (174,622) | (5.1) |
| Positions                             | 32        | 32        | 0         | 0.0   |

|                             |            |            |         |       |
|-----------------------------|------------|------------|---------|-------|
| <b><u>Tax Collector</u></b> |            |            |         |       |
| Gross                       | 14,642,000 | 14,640,000 | (2,000) | (0.0) |
| Ad Valorem Equivalent       | 2,042,000  | 2,040,000  | (2,000) | (0.1) |
| Positions                   | 252        | 252        | 0       | 0.0   |



|   | <u>Fiscal Year</u> |                 | <u>Change</u> |          |
|---|--------------------|-----------------|---------------|----------|
|   | <u>1995-96</u>     | <u>1996-97</u>  | <u>Amount</u> | <u>%</u> |
| <b>Total Constitutional Officers</b>                                |                    |                 |               |          |
| Gross   | \$232,177,116      | \$245,697,526   | \$13,520,410  | 5.8      |
| Ad Valorem Equivalent   | \$200,016,389      | \$205,297,408   | \$5,281,019   | 2.6      |
| Positions   | 3,472              | 3,601           | 129           | 3.7      |
| <b>Total BCC Departments/Agencies &amp; Constitutional Officers</b> |                    |                 |               |          |
| Gross   | \$1,057,960,645    | \$1,121,983,821 | \$64,023,176  | 6.1      |
| Ad Valorem Equivalent   | \$422,194,688      | \$441,044,148   | \$18,849,460  | 4.5      |
| Positions   | 8,105              | 8,315           | 210           | 2.6      |

## Comparison of Budgets for FY 1995-96 and FY 1996-97

| <b>Operating Budget:</b>            | <b>FY 1995-96<br/>Budget</b> | <b>FY 1996-97<br/>Budget</b> | <b>Increase<br/>(Decrease)</b> | <b>%<br/>Change</b> |
|-------------------------------------|------------------------------|------------------------------|--------------------------------|---------------------|
| <b>Board Departments:</b>           |                              |                              |                                |                     |
| Airports                            | \$ 31,725,957                | \$ 32,120,453                | \$ 394,496                     | 1.2%                |
| Community Services                  | 28,222,250                   | 28,222,997                   | 747                            | 0.0%                |
| County Administration               | 1,185,439                    | 1,168,929                    | (16,510)                       | -1.4%               |
| County Attorney                     | 3,764,408                    | 3,978,300                    | 213,892                        | 5.7%                |
| County Commission                   | 1,841,475                    | 1,961,265                    | 119,790                        | 6.5%                |
| County Coop. Ext. Serv.             | 1,904,960                    | 1,760,713                    | (144,247)                      | -7.6%               |
| County Library                      | 16,672,584                   | 18,777,920                   | 2,105,336                      | 12.6%               |
| Employee Relations                  | 1,984,428                    | 2,160,880                    | 176,452                        | 8.9%                |
| Engineering & Pub. Works            | 35,915,278                   | 34,743,069                   | (1,172,209)                    | -3.3%               |
| Environmental Res. Mgmt.            | 9,248,068                    | 9,577,554                    | 329,486                        | 3.6%                |
| Facilities Development & Operations | 33,427,965                   | 42,062,052                   | 8,634,087                      | 25.8%               |
| Financial Mgmt. & Budget            | 2,938,397                    | 3,117,492                    | 179,095                        | 6.1%                |
| Fire/Rescue                         | 79,009,574                   | 85,923,317                   | 6,913,743                      | 8.8%                |
| Housing & Comm Dev                  | 28,591,560                   | 35,295,329                   | 6,703,769                      | 23.4%               |
| Info. Systems Service (ISS)         | 15,942,817                   | 16,465,786                   | 522,969                        | 3.3%                |
| Internal Auditor                    | 838,352                      | 897,538                      | 59,186                         | 7.1%                |
| Judicial                            | 12,146,635                   | 14,965,982                   | 2,819,347                      | 23.2%               |
| Mass Transportation                 | 21,201,114                   | 25,445,163                   | 4,244,049                      | 20.0%               |
| Metro. Planning Org.                | 2,896,766                    | 3,673,296                    | 776,530                        | 26.8%               |
| Parks & Recreation                  | 27,744,948                   | 29,692,791                   | 1,947,843                      | 7.0%                |
| Planning Zoning & Building          | 32,566,033                   | 34,754,577                   | 2,188,544                      | 6.7%                |
| Public Affairs                      | 4,139,811                    | 4,328,639                    | 188,828                        | 4.6%                |
| Public Safety                       | 18,768,369                   | 19,894,996                   | 1,126,627                      | 6.0%                |
| Purchasing                          | 2,289,949                    | 2,408,818                    | 118,869                        | 5.2%                |
| Risk Management                     | 30,218,258                   | 31,775,505                   | 1,557,247                      | 5.2%                |
| Tourist Development                 | 20,248,787                   | 23,265,428                   | 3,016,641                      | 14.9%               |
| Water Utilities                     | 38,559,174                   | 41,114,128                   | 2,554,954                      | 6.6%                |
| <b>Non-Dept. Agencies:</b>          |                              |                              |                                |                     |
| Criminal Justice Comm.              | 311,885                      | 583,410                      | 271,525                        | 87.1%               |
| Economic Development.               | 264,453                      | 379,228                      | 114,775                        | 43.4%               |
| Equal Opportunity                   | 748,311                      | 780,775                      | 32,464                         | 4.3%                |
| Housing Finance Authority           | 135,572                      | 119,058                      | (16,514)                       | -12.2%              |
| Minority/Women Business Ent.        | 506,175                      | 535,192                      | 29,017                         | 5.7%                |
| Palm Beach Soil & Water Cons.       | 79,000                       | 79,000                       | 0                              | 0.0%                |
| Public Health Unit                  | 1,448,821                    | 1,531,622                    | 82,801                         | 5.7%                |
| Value Adjustment Board              | 274,150                      | 260,569                      | (13,581)                       | -5.0%               |
| Sub-Total \$                        | <u>507,761,723</u>           | <u>\$ 553,821,771</u>        | <u>\$ 46,060,048</u>           | <u>9.1%</u>         |
| <b>Constitutional Officers:</b>     |                              |                              |                                |                     |
| Clerk of Courts                     | 26,163,093                   | 27,761,078                   | 1,597,985                      | 6.1%                |
| Property Appraiser                  | 12,701,594                   | 12,965,000                   | 263,406                        | 2.1%                |
| Sheriff                             | 172,924,998                  | 183,098,471                  | 10,173,473                     | 5.9%                |
| Supervisor of Elections             | 3,477,075                    | 3,257,453                    | (219,622)                      | -6.3%               |
| Tax Collector                       | 14,642,000                   | 15,440,000                   | 798,000                        | 5.5%                |
| Sub-Total \$                        | <u>229,908,760</u>           | <u>\$ 242,522,002</u>        | <u>\$ 12,613,242</u>           | <u>5.5%</u>         |



| <b>Operating Budget:</b>      |    | <b>FY 1995-96<br/>Budget</b> |    | <b>FY 1996-97<br/>Budget</b> |    | <b>Increase<br/>(Decrease)</b> | <b>%<br/>Change</b> |
|-------------------------------|----|------------------------------|----|------------------------------|----|--------------------------------|---------------------|
| <b>Other Operating:</b>       |    |                              |    |                              |    |                                |                     |
| Boards & Agencies             | \$ | 23,656,274                   | \$ | 24,082,325                   | \$ | 426,051                        | 1.8%                |
| General Government            |    | 7,717,569                    |    | 5,777,339                    |    | (1,940,230)                    | -25.1%              |
| Debt Service:                 |    |                              |    |                              |    |                                |                     |
| General Government            |    | 67,139,006                   |    | 65,340,915                   |    | (1,798,091)                    | -2.7%               |
| Airports                      |    | 36,851,125                   |    | 37,209,046                   |    | 357,921                        | 1.0%                |
| Water Utilities               |    | 14,038,803                   |    | 13,877,011                   |    | (161,792)                      | -1.2%               |
| Reserves - General Gov.       |    | 44,008,889                   |    | 38,974,990                   |    | (5,033,899)                    | -11.4%              |
| Reserves - Mass Trans.        |    | 7,374,031                    |    | 9,280,593                    |    | 1,906,562                      | 25.9%               |
| Sub-Total                     | \$ | 200,785,697                  | \$ | 194,542,219                  | \$ | (6,243,478)                    | -3.1%               |
| <b>Total-Operating Budget</b> | \$ | 938,456,180                  | \$ | 990,885,992                  | \$ | 52,429,812                     | 5.6%                |
| <b>Capital Budget:</b>        |    |                              |    |                              |    |                                |                     |
| <b>New Funding:</b>           |    |                              |    |                              |    |                                |                     |
| Airports                      | \$ | 26,998,000                   | \$ | 46,370,000                   | \$ | 19,372,000                     | 71.8%               |
| Criminal Justice              |    | 15,759,000                   |    | 1,468,000                    |    | (14,291,000)                   | -90.7%              |
| Fire/Rescue                   |    | 2,133,000                    |    | 2,148,000                    |    | 15,000                         | 0.7%                |
| General Government            |    | 38,035,000                   |    | 56,582,000                   |    | 18,547,000                     | 48.8%               |
| ESL Land & Beaches            |    | 5,603,000                    |    | 9,407,000                    |    | 3,804,000                      | 67.9%               |
| Library                       |    | 1,176,000                    |    | 863,000                      |    | (313,000)                      | -26.6%              |
| Mass Transportation           |    | 21,204,000                   |    | 12,167,000                   |    | (9,037,000)                    | -42.6%              |
| Parks & Recreation            |    | 10,085,000                   |    | 11,979,000                   |    | 1,894,000                      | 18.8%               |
| Roads                         |    | 46,982,000                   |    | 62,220,000                   |    | 15,238,000                     | 32.4%               |
| Water Utilities               |    | 20,645,000                   |    | 23,410,000                   |    | 2,765,000                      | 13.4%               |
| Sub-Total                     | \$ | 188,620,000                  | \$ | 226,614,000                  | \$ | 37,994,000                     | 20.1%               |
| <b>Carryover Funding:</b>     |    |                              |    |                              |    |                                |                     |
| Airports                      | \$ | 34,847,922                   | \$ | 16,836,428                   | \$ | (18,011,494)                   | -51.7%              |
| Criminal Justice              |    | 36,720,659                   |    | 35,804,683                   |    | (915,976)                      | -2.5%               |
| Fire/Rescue                   |    | 6,618,492                    |    | 7,978,680                    |    | 1,360,188                      | 20.6%               |
| General Government            |    | 46,727,953                   |    | 32,151,898                   |    | (14,576,055)                   | -31.2%              |
| ESL Land & Beaches            |    | 61,079,086                   |    | 51,315,553                   |    | (9,763,533)                    | -16.0%              |
| Library                       |    | 3,666,281                    |    | 3,253,445                    |    | (412,836)                      | -11.3%              |
| Mass Transportation           |    | 6,717,500                    |    | 6,158,537                    |    | (558,963)                      | -8.3%               |
| Parks & Recreation            |    | 31,231,703                   |    | 55,515,171                   |    | 24,283,468                     | 77.8%               |
| Roads                         |    | 131,731,770                  |    | 136,314,203                  |    | 4,582,433                      | 3.5%                |
| Water Utilities               |    | 45,113,495                   |    | 34,579,622                   |    | (10,533,873)                   | -23.3%              |
| Sub-Total                     | \$ | 404,454,861                  | \$ | 379,908,220                  | \$ | (24,546,641)                   | -6.1%               |
| <b>Total-Capital Budget</b>   | \$ | 593,074,861                  | \$ | 606,522,220                  | \$ | 13,447,359                     | 2.3%                |
| <b>Interfund Transfers:</b>   |    |                              |    |                              |    |                                |                     |
| General Government            | \$ | 154,628,648                  | \$ | 164,935,300                  | \$ | 10,306,652                     | 6.7%                |
| Airports                      |    | 36,230,384                   |    | 44,280,530                   |    | 8,050,146                      | 22.2%               |
| Water Utilities               |    | 63,776,139                   |    | 74,627,456                   |    | 10,851,317                     | 17.0%               |
| <b>Total</b>                  | \$ | 1,786,166,212                | \$ | 1,881,251,498                | \$ | 95,085,286                     | 5.3%                |

# **Appropriations Summary Fiscal Years 1993 - 1997**

| Character                 | Actual<br>1993         | Actual<br>1994         | Actual<br>1995         | Estimated<br>1996      | Budget<br>1997         |
|---------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Personal Services         | \$201,362,543          | \$206,346,106          | \$202,816,425          | \$221,797,962          | \$253,474,108          |
| Operating Expenses        | 173,319,881            | 198,346,563            | 204,647,978            | 210,216,123            | 245,184,871            |
| Capital Outlay (1)        | 161,031,060            | 135,553,442            | 165,586,905            | 201,378,968            | 345,150,829 (4)        |
| Debt Service (2)          | 112,618,350            | 78,747,091             | 82,561,055             | 138,927,217            | 92,482,842             |
| Grants & Aids             | 15,975,940             | 26,602,610             | 31,882,381             | 57,138,974             | 68,127,688 (5)         |
| Non-Operating (3)         | 581,411,867            | 428,265,546            | 427,258,734            | 478,302,873            | 876,831,160 (6)        |
| <b>Total Gross Budget</b> | <b>\$1,245,719,641</b> | <b>\$1,073,861,358</b> | <b>\$1,114,753,478</b> | <b>\$1,307,762,117</b> | <b>\$1,881,251,498</b> |

(1) Capital Outlay includes capital projects as well as operating capital expenses.

(2) Debt Service includes lease purchases.

(3) Non-Operating includes transfers to Constitutional Officers for their operating, capital and debt service costs.

(4) The increase in FY 1996-97 Budget, compared to FY 1995-96 Estimated, is primarily due to carry forward of unexpended capital projects.

(5) The increase in FY 1996-97 budget, compared to FY 1995-6 Estimated, is primarily due to the establishment of the Community Parks Improvement Fund whereby contributions are made to local municipalities to improve community parks.

(6) The increase in FY 1996-97 Budget, compared to FY 1994-95 Actual, is primarily due to unexpended reserves re-budgeted in 1997.

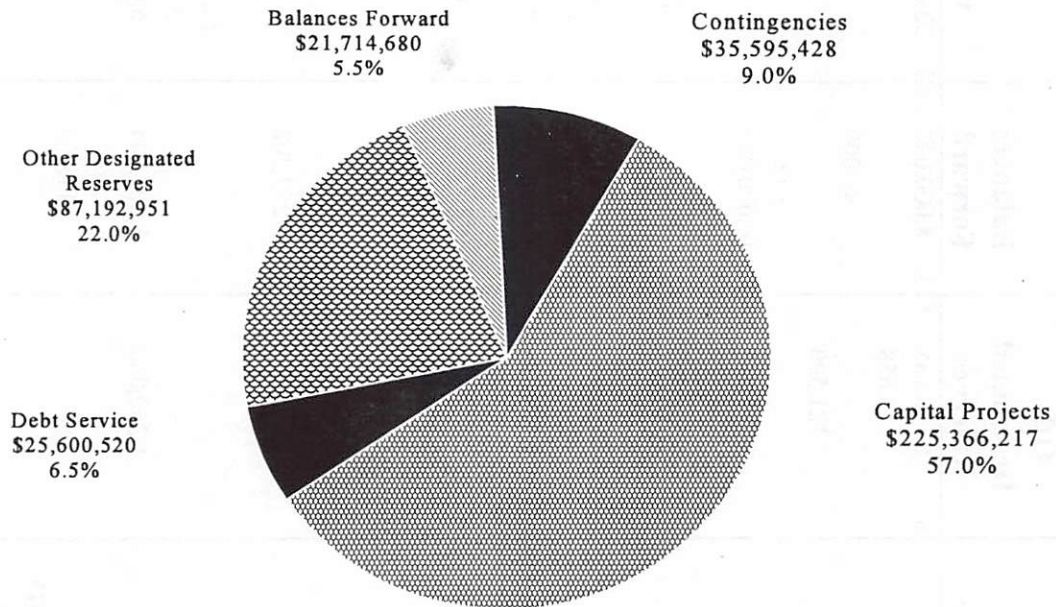


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## Budgeted Reserves By Type

### Total \$395,469,796



#### Contingencies

Contingency Reserves represent amounts set aside to meet unanticipated needs that may arise during the normal course of County business.

#### Capital Projects

Capital Project Reserves represent amounts set aside for capital improvement projects.

#### Debt Service

Debt Service Reserves represent funds set aside for future debt service payments in accordance with bond requirements.

#### Other Designated Reserves

Other Designated Reserves provide funds for a variety of specific potential needs such as economic development, tourist development, pollution recovery or other program costs.

#### Reserves for Balances Forward

Reserves for Balances Forward represent funds to be carried forward to the subsequent fiscal year to pay operating expenses until property taxes are received.

Use of any of the above budgeted reserves requires approval of the Board of County Commissioners.

**FY 1996-97  
Budgeted Reserves**

| <b>Fund</b>                    | <b>Contingency<br/>Reserves</b> | <b>Capital<br/>Projects</b> | <b>Debt<br/>Service</b> | <b>Other<br/>Designated<br/>Reserves</b> | <b>Balances<br/>Forward</b> | <b>Total</b>  |
|--------------------------------|---------------------------------|-----------------------------|-------------------------|--|-----------------------------|---------------|
| General                        | \$ 6,446,714                    | \$                          | \$                      | \$ 8,195,188 *                           | \$ 8,000,000                | \$ 22,641,902 |
| Handicap Awareness             |                                 |                             |                         | 8,658                                    |                             | 8,658         |
| Natural Areas Stewardship      |                                 |                             |                         |  | 94,000                      | 94,000        |
| South Lake Worth Inlet         |                                 |                             |                         | 121,500                                  |                             | 121,500       |
| Law Library                    | 40,574                          |                             |                         |  | 94,674                      | 135,248       |
| Fine & Forfeiture              | 264,707                         |                             |                         | 3,478,840 **                             | 10,000,000                  | 13,743,547    |
| County Transportation Trust    | 405,929                         | 58,450                      |                         |  |                             | 464,379       |
| Mass Transportation Trust      |                                 |                             |                         | 9,280,593                                |                             | 9,280,593     |
| Law Enforcement Trust Fund     |                                 | 273,989                     |                         |  |                             | 273,989       |
| County Library                 | 166,350                         |                             |                         |  | 50,000                      | 216,350       |
| MSTD- Building                 | 350,000                         | 8,221,342                   |                         |  |                             | 8,571,342     |
| Tourist Development            |                                 |                             |                         | 9,439,098                                |                             | 9,439,098     |
| Bond Waiver Program            |                                 | 178,497                     |                         |  |                             | 178,497       |
| Vessel Reg. Fee Ord #88-40     |                                 | 626,333                     |                         |  |                             | 626,333       |
| School Impact Fees             |                                 |                             |                         | 6,759,300                                |                             | 6,759,300     |
| E-911 Program                  | 68,455                          |                             |                         |  |                             | 68,455        |
| Drug Abuse Trust               | 35,258                          |                             |                         |  |                             | 35,258        |
| Affordable Housing             | 535,000                         | 4,060,868                   |                         |  |                             | 4,595,868     |
| Natural Areas Fund             |                                 |                             |                         |  | 257,302                     | 257,302       |
| Public Safety Grants           | 29,098                          |                             |                         |  |                             | 29,098        |
| Housing & Community Dev.       | 5,889,578                       | 4,254,006                   |                         |  |                             | 10,143,584    |
| Intgovt'l Radio Comm. Program  |                                 | 2,278,024                   |                         |  |                             | 2,278,024     |
| Fire-Rescue MSTU               | 1,500,000                       |                             |                         | 1,350,000                                | 3,207,704                   | 6,057,704     |
| Aviation Battalion             | 35,000                          |                             |                         |  |                             | 35,000        |
| Glades Fire MSTU               | 15,000                          |                             |                         |  | 11,000                      | 26,000        |
| 25.3M Comm. Parks C/Acq.'96    |                                 |                             | 14,975                  |  |                             | 14,975        |
| 1M Glades Hth Rev'84/DSR       |                                 |                             | 85,000                  |  |                             | 85,000        |
| N. Couty Govt'l Ctr. Expansion |                                 |                             | 318,352                 |  |                             | 318,352       |
| 30.73M Beach Acq Ref. '93 DSR  |                                 |                             | 3,011,354               |  |                             | 3,011,354     |
| 6.6M PBSO Light Industrl Fcty  |                                 |                             | 174,031                 |  |                             | 174,031       |
| Capital Outlay                 |                                 | 17,940                      |                         |  |                             | 17,940        |
| Highway Beautification         |                                 |                             |                         | 793,671                                  |                             | 793,671       |
| 233.6M Criminal Justice Fac.   |                                 | 144,342                     |                         |  |                             | 144,342       |
| MSTU Districts A-E             |                                 | 4,735,581                   |                         |  |                             | 4,735,581     |
| Unincorporated Improvement     |                                 | 1,634,840                   |                         |  |                             | 1,634,840     |



# Budgeted Reserves (Continued)

| Fund                           | Contingency Reserves | Capital Projects      | Debt Service         | Other Designated Reserves | Balances Forward     | Total                 |
|--------------------------------|----------------------|-----------------------|----------------------|---------------------------|----------------------|-----------------------|
| 26.08M Crim. Just. Fac. 94 CTF |                      | 1,278,490             |                      |                           |                      | 1,278,490             |
| 50M ESL Acquisition            |                      | 22,090,270            |                      |                           |                      | 22,090,270            |
| Professional Sports Facility   |                      |                       |                      | 26,200,000                |                      | 26,200,000            |
| PBSO Light Industrial Facility |                      |                       |                      | 6,000,000                 |                      | 6,000,000             |
| Sheriff Vehicle Loan           | 99,306               |                       |                      |                           |                      | 99,306                |
| 10.47M Airport Center Acq.     |                      | 256,186               |                      |                           |                      | 256,186               |
| N. County Gov'tl Ctr Expansion |                      |                       |                      | 11,400,000                |                      | 11,400,000            |
| 32.7M Improv. Constr. Trust    |                      | 92,853                |                      |                           |                      | 92,853                |
| 20.325M Judicial Garage        |                      | 411,995               |                      |                           |                      | 411,995               |
| Transportation Improvement     | 6,135,668            | 67,166,543            |                      |                           |                      | 73,302,211            |
| Road Impact Fees Areas A-R     |                      | 41,747,471            |                      |                           |                      | 41,747,471            |
| 30M Park Bond                  |                      | 140,204               |                      |                           |                      | 140,204               |
| Beach Improvement              |                      | 3,063,448             |                      |                           |                      | 3,063,448             |
| Law Enforcement/Impact Fees    |                      | 1,590,275             |                      |                           |                      | 1,590,275             |
| Fire/Rescue Improvement        | 248,393              | 1,280,809             |                      |                           |                      | 1,529,202             |
| Fire/Rescue Impact Fees        |                      | 1,639,070             |                      |                           |                      | 1,639,070             |
| Park Improvement               | 849,036              | 1,795,834             |                      |                           |                      | 2,644,870             |
| Park Impact Fees               |                      | 10,746,391            |                      |                           |                      | 10,746,391            |
| Public Building Impr. Fund     |                      | 48,000                |                      |                           |                      | 48,000                |
| Public Building Impact Fees    |                      | 3,772,807             |                      |                           |                      | 3,772,807             |
| Library Improvement            | 13,896               |                       |                      |                           |                      | 13,896                |
| Library Expansion Program      |                      | 745,539               |                      |                           |                      | 745,539               |
| Library Impact Fees            |                      | 1,265,348             |                      |                           |                      | 1,265,348             |
| Water Utilities                | 5,000,000            | 17,991,622            | 1,497,000            | 1,000,000                 |                      | 25,488,622            |
| Airports                       | 4,650,305            | 21,373,630            | 20,499,808           | 924,292                   |                      | 47,448,035            |
| Southwinds Golf Course         | 100,000              | 385,220               |                      |                           |                      | 485,220               |
| Okeetchee Golf Course          | 12,126               |                       |                      |                           |                      | 12,126                |
| Fleet Management               |                      |                       |                      | 2,219,311                 |                      | 2,219,311             |
| Health Insurance               | 1,868,166            |                       |                      |                           |                      | 1,868,166             |
| Casualty Self Insurance        | 182,997              |                       |                      |                           |                      | 182,997               |
| Risk Mgmt./Workers Comp.       | 547,804              |                       |                      |                           |                      | 547,804               |
| Information Systems Services   | 100,000              |                       |                      |                           |                      | 100,000               |
| Graphics                       | 6,068                |                       |                      | 22,500                    |                      | 28,568                |
| <b>Total</b>                   | <b>\$ 35,595,428</b> | <b>\$ 225,366,217</b> | <b>\$ 25,600,520</b> | <b>\$ 87,192,951</b>      | <b>\$ 21,714,680</b> | <b>\$ 395,469,796</b> |

\* Includes Reserve for Economic Development \$7,300,562, Towing Business Reserve \$5,086, Pollution Recovery Reserve \$570,888, Reserve for Insurance Claims \$100,000, Reserve for Contingency Disaster \$200,000, and Reserve for Human Relation Camp \$18,652.

\* \* Reserve for Sheriff -- \$ 3,478,840



## Transfer Analysis

| <u>Recipient Fund</u>                 | <u>Providing Fund</u>            | <u>Amount</u> | <u>Purpose</u>                                 |
|---------------------------------------|----------------------------------|---------------|--|
| General                               | 7M C&J '67/Interest & Sinking    | \$ 4,084      | Close Fund 201                                 |
| General                               | 29.7M Criminal Justice DS        | 89,404        | Close Fund 215                                 |
| General - Parks                       | Sales Tax Revenue                | 75,000        | Parks Operating                                |
| General                               | Sales Tax Revenue                | 18,982,330    | General Fund Operations                        |
| General                               | 2.5M Bond Sinking                | 27,771        | Engineering Complex Debt Service, Gen. Oper.   |
| General                               | 35M Beach Acquisition            | 20,105        | Close Fund 211                                 |
| Economic Development                  | General                          | 1,000,000     | Economic Development Operations                |
| Economic Development Grant            | Economic Development             | 25,000        | Grant Match                                    |
| Supervisor of Elections               | General                          | 3,222,453     | Fund Supervisor of Elections Operations        |
| Fine & Forfeiture                     | Franchise Fee                    | 6,912,939     | Sheriff's Office Unincorporated Operations     |
| Fine & Forfeiture                     | Public Service Tax               | 38,660,153    | Sheriff's Office Unincorporated Operations     |
| County Transportation Trust           | Sales Tax Revenue                | 8,000,000     | Road, Bridge, and Traffic Operations           |
| County Transportation Trust           | Constitutional Gas Tax           | 799,482       | Bridge Maintenance Capital Projects            |
| County Transportation Trust           | Franchise Fee                    | 1,563,000     | Subdivision Street Maintenance                 |
| County Transportation Trust           | Transportation Improvement       | 85,623        | Streetscape and Road Maintenance Subsidy       |
| Mass Transportation Trust             | Transportation Improvement       | 836,500       | Loan Repayment                                 |
| Public Guardianship Program           | General                          | 65,000        | Subsidy for Guardianship Operations            |
| MSTD - Other PZ&B                     | Franchise Fee                    | 9,603,841     | Planning & Zoning Operations                   |
| Criminal Justice Trust Fund           | General                          | 1,272,250     | Fund Public Defender/State Attorney Costs      |
| Tourist Development Fund              | Tourist Development Special Proj | 38,506        | Reimburse Visitor Center Expenses              |
| Senior Services                       | General                          | 667,167       | Grant Match & Subsidy for Senior Centers/Admin |
| Metropolitan Planning Organization    | General                          | 305,127       | Transportation Planning Operations             |
| Housing and Community Development     | CDBG loan repayments             | 54,000        | Reclassify Loan Repayments to Program Income   |
| Home Investment Partnership           | Affordable Housing               | 450,000       | Grant Match                                    |
| Head Start                            | General                          | 3,485,126     | Grant Match & Subsidy for Head Start           |
| Community Action Programs             | General                          | 603,226       | Grant Match & Subsidy for Community Action     |
| Senior Aides                          | General                          | 127,510       | Grant Match for Senior Aides Operations        |
| DOSS-Older Americans Act              | General                          | 821,743       | Grant Match & Subsidy for OAA                  |
| DOSS-Older Americans Act              | Transportation Trust             | 102,000       | Subsidy for Bus Maintenance                    |
| DOSS-Community Care for Elderly       | Community Care for Elderly-Grant | 30,000        | Grant Match                                    |
| DOSS-Community Care for Elderly       | General                          | 391,074       | Grant Match & Subsidy for CCE                  |
| Fire/Rescue Long Term Disability Plan | Fire Rescue                      | 437,490       | Subsidy for Fire Rescue Disability Plan        |
| Fire/Rescue                           | EMS Award Grant Program          | 66,197        | Fire/Rescue Grants                             |
| Professional Sports Facility DS       | Professional Sports Facility     | 2,200,153     | Debt Service for Professional Sports Facility  |
| 9.375M Non-Ad Valorem '95 DS          | 9.375M Non-Ad Valorem '95 DS     | 379,624       | Debt Service for 9.375M Non-Ad Valorem '95     |
| 9.375M Non-Ad Valorem '95 DS          | Sales Tax Revenue                | 1,239,534     | Debt Service for 9.375M Non-Ad Valorem '95     |
| 2.5M Improvement D/S Sinking          | 2.5M Improvement D/S Reserve     | 183,688       | Debt Service for 2.5M Improvement Bonds        |



## Transfer Analysis

| <u>Recipient Fund</u>                 | <u>Providing Fund</u>               | <u>Amount</u>         | <u>Purpose</u>                                    |
|---------------------------------------|-------------------------------------|-----------------------|---|
| 1M Glades Health Revenue '84 Int.     | 1M Glades Health Revenue '84 DS     | \$ 4,807              | Debt Service for 1M Glades Health Rev. Bonds      |
| 1M Glades Health Rev '84 Principal    | 1M Glades Health Revenue '84 Int.   | 55,000                | Debt Service for 1M Glades Health Rev. Bonds      |
| 10.47M Airport Centre D/S Sinking     | General                             | 890,821               | Debt Service for 10.47M Airport Centre Bonds      |
| N County Govt Expansion D/S           | N County Government Expansion       | 662,632               | Debt Service for N County Govt Expan Bond         |
| 20.235M Judicial Garage D/S Sinking   | General                             | 80,202                | Debt Serv Reserve for Judicial Garage Bonds       |
| 9.15M Okecheelee Golf DS Sinking      | Okecheelee Golf Course              | 763,915               | Debt Service Reserve for Okecheelee Golf Facility |
| 30.73M Beach Bond Refunding           | Sales Tax Revenue                   | 2,685,819             | Debt Service for 30.73M Beach Bond                |
| 30.73M Beach Acquisition D/S          | 30.73M Beach Acquisition DS Reserve | 284,004               | Debt Service for 30.73M Beach Bond                |
| 26.515M Revenue Refunding D/S         | General                             | 2,729,456             | Debt Service for 26.515M Rev Refunding Bonds      |
| 233.6M Criminal Justice D/S P&I       | Sales Tax Revenue                   | 12,314,623            | Debt Service for 233.6M Criminal Justice Bonds    |
| 117.485M CJC Refunding Issue          | Sales Tax Revenue                   | 6,458,321             | Debt Service for 117.485M CJC Refunding           |
| 17.1M CJC Completion Bonds            | Sales Tax Revenue                   | 2,051,642             | Debt Service for 17.1M CJC Completion Bond        |
| 22.245M Admin. Complex Rev. Ref/D/S   | General                             | 1,848,196             | Debt Service for Administrative Complex Refunding |
| 50.875M Pooled Fin. Debt Service      | General                             | 3,251,193             | Debt Service for 50.875M Pooled Finance           |
| 50.875M Pooled Fin. Debt Service      | TDC - Sports Authority              | 30,000                | Debt Service for 50.875M Pooled Finance           |
| 10M Sunshine Pooled Fin. Debt Service | General                             | 875,247               | Debt Service for 10M Pooled Finance               |
| 6.6M PBSO - LIF - Debt Service        | PBSO Light Industrial Facility      | 336,846               | Debt Service for 6.6 M PBSO - LIF                 |
| Capital Outlay                        | 9.375M Non-Ad Valorem '95 DS        | 668,716               | Capital Projects                                  |
| Beach Improvement                     | Tourist Development Trust           | 1,537,178             | Capital Beach Improvements                        |
| Beach Improvement                     | General                             | 600,000               | Special Beach Nourishment Project                 |
| Fire Rescue Improvement Fund          | Fire Rescue                         | 1,321,000             | Capital Improvements                              |
| Park Improvement                      | General                             | 1,550,000             | Reserve for Additional Park Improvements          |
| Water Utilities                       | Water Utilities                     | 74,627,456            | Debt Service for Capital Improvement              |
| Airports                              | Airports                            | 44,280,530            | Debt Service for Oper. and Capital Improvement    |
| Transportation Authority              | General                             | 5,035,000             | Operating Subsidy and Grant Match                 |
| Transportation Authority              | Transportation Trust                | 16,037,582            | Palm Tran Operations                              |
| Transportation Authority              | Metropolitan Planning Organization  | 36,000                | Subsidy for Spec Tran ADA trips                   |
|                                       |                                     | <u>\$ 283,843,286</u> |   |

Transfers are interfund transactions which constitute revenues or expenditures in the affected individual funds but do not affect revenues or expenditures for the County as a whole. Transfers are made between funds to provide for grant match, operating subsidy, debt service or capital needs in the receiving fund. Transfers can be distinguished from interdepartmental or internal service charges because transfers do not have an element of compensation for services which the other items have. The activities financed by these transfers are shown as components of the functional expenditures. A detailed schedule is provided above.





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# Staffing







### FY 1996-97 Position Summary By Department

| Department                                  | Adopted<br>1995-96  | Estimated<br>1995-96 | Additions         | Deletions       | Transfers       | Budget<br>1996-97   |
|---|---------------------|----------------------|-------------------|-----------------|-----------------|---------------------|
| <b><u>Board of County Commissioners</u></b> |                     |                      |                   |                 |                 |                     |
| Airports                                    | 132                 | 132                  | 1                 |                 |                 | 133                 |
| Community Services                          | 371                 | 387                  | 4                 |                 |                 | 391                 |
| County Administration                       | 13                  | 13                   |                   |                 |                 | 13                  |
| County Attorney                             | 56                  | 56                   |                   |                 |                 | 56                  |
| County Commission                           | 29                  | 29                   |                   |                 |                 | 29                  |
| County Cooperative Extension Service        | 33                  | 34                   |                   |                 |                 | 34                  |
| County Library                              | 302                 | 302                  | 15                |                 |                 | 317                 |
| Employee Relations & Personnel              | 35                  | 36                   |                   |                 |                 | 36                  |
| Engineering & Public Works                  | 435                 | 435                  | 7                 |                 |                 | 442                 |
| Environmental Resources Management          | 97                  | 97                   | 4                 |                 |                 | 101                 |
| Facilities Development & Operations         | 357                 | 360                  | 11                |                 |                 | 371                 |
| Financial Management & Budget               | 40                  | 40                   |                   |                 |                 | 40                  |
| Fire-Rescue                                 | 827                 | 827                  | 1                 |                 |                 | 828                 |
| Housing & Community Development             | 35                  | 35                   | 2                 |                 |                 | 37                  |
| Information Systems Services                | 151                 | 151                  |                   |                 |                 | 151                 |
| Internal Auditor                            | 12                  | 12                   |                   |                 |                 | 12                  |
| Judicial                                    | 120                 | 120                  | 2                 |                 |                 | 122                 |
| Metropolitan Planning Organization          | 10                  | 10                   |                   |                 |                 | 10                  |
| Palm Tran                                   | 0                   | 2                    |                   |                 |                 | 2                   |
| Parks & Recreation                          | 424                 | 424                  | 14                |                 |                 | 438                 |
| Planning, Zoning & Building                 | 329                 | 329                  | 2                 |                 |                 | 331                 |
| Public Affairs                              | 48                  | 48                   |                   |                 |                 | 48                  |
| Public Safety                               | 227                 | 231                  | 5                 |                 |                 | 236                 |
| Purchasing                                  | 45                  | 44                   |                   |                 |                 | 44                  |
| Risk Management                             | 30                  | 30                   |                   |                 |                 | 30                  |
| Tourist Development                         | 7                   | 8                    |                   |                 |                 | 8                   |
| Water Utilities                             | 429                 | 414                  |                   |                 |                 | 414                 |
| Non-Departmental:                           |                     |                      |                   |                 |                 |                     |
| Criminal Justice Commission                 | 14                  | 15                   |                   |                 |                 | 15                  |
| Economic Development                        | 5                   | 5                    |                   |                 |                 | 5                   |
| Equal Opportunity                           | 11                  | 11                   |                   |                 |                 | 11                  |
| Housing Finance Authority                   | 2                   | 2                    |                   |                 |                 | 2                   |
| Minority/Women Business Enterprise          | 7                   | 7                    |                   |                 |                 | 7                   |
| <b>Total BCC</b>                            | <b>4,633</b>        | <b>4,646</b>         | <b>68</b>         | <b>0</b>        | <b>0</b>        | <b>4,714</b>        |
| <b>Constitutional Officers:</b>             |                     |                      |                   |                 |                 |                     |
| Clerk of the Court                          | 391                 | 391                  |                   |                 |                 | 391                 |
| Property Appraiser                          | 233                 | 233                  |                   |                 |                 | 233                 |
| Sheriff                                     | 2,564               | 2,606                | 87                |                 |                 | 2,693               |
| Supervisor of Elections                     | 32                  | 32                   |                   |                 |                 | 32                  |
| Tax Collector                               | 252                 | 252                  |                   |                 |                 | 252                 |
| <b>Total Constiitutional Officers</b>       | <b>3,472</b>        | <b>3,514</b>         | <b>87</b>         | <b>0</b>        | <b>0</b>        | <b>3,601</b>        |
| <b>GRAND TOTAL</b>                          | <b><u>8,105</u></b> | <b><u>8,160</u></b>  | <b><u>155</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>8,315</u></b> |

## New Positions

The 1996-97 Budget provides funding for 68 new Board of County Commission positions in the amount of \$1,558,312. The Constitutional Officers will be adding 87 new positions during the year. The cost of the positions was not provided by the Sheriff.

When new positions are approved for inclusion in the Budget, they represent ongoing costs to the County which must be budgeted for in the future, as well as the current year. For that reason, before a new position is approved for funding, care is taken to be sure that the position is justified.

The following chart shows, by Department, the number of new positions requested, the number included in the adopted Budget and the personal services cost of the positions for the Fiscal Year 1996-97.

| <u>Department</u>                    | <u>Requested<br/>Positions</u> | <u>Approved<br/>Positions</u> | <u>1996-97<br/>Cost</u> |
|--------------------------------------|--------------------------------|-------------------------------|-------------------------|
| <u>Board of County Commissioners</u> |                                |                               |                         |
| Airports                             | 1                              | 1                             | \$ 31,575               |
| Community Services                   | 4                              | 4                             | 33,271                  |
| County Library                       | 34                             | 15                            | 339,760                 |
| Engineering & Public Works           | 10                             | 7                             | 218,935                 |
| Environmental Resources Management   | 4                              | 4                             | 111,803                 |
| Facilities Development & Operations  | 15                             | 11                            | 244,059                 |
| Financial Management & Budget        | 1                              | 0                             | 0                       |
| Fire-Rescue                          | 6                              | 1                             | 39,971                  |
| Housing & Community Development      | 2                              | 2                             | 75,802                  |
| Judicial                             | 5                              | 2                             | 70,787                  |
| Parks & Recreation                   | 28                             | 14                            | 244,234                 |
| Planning, Zoning & Building          | 4                              | 2                             | 64,825                  |
| Public Safety                        | 12                             | 5                             | 113,290                 |
| Total BCC                            | <u>126</u>                     | <u>68</u>                     | <u>\$ 1,558,312</u>     |
| <u>Constitutional Officers</u>       |                                |                               |                         |
| Clerk of the Court                   | 3                              | 0                             | 0                       |
| Sheriff                              | 87                             | 87                            | *                       |
| Total Constitutional Officers        | <u>90</u>                      | <u>87</u>                     | <u>0</u>                |
| Grand Total                          | <u>216</u>                     | <u>155</u>                    | <u>\$ 1,558,312</u>     |

\*Not provided



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## New Positions

Following is a list of each new approved position, the personal services cost for FY 1996-97 and the reason the position was added. Generally, because of the time required to fill a new position, the personal services costs have been computed at 75% of the full year cost.

### Airports

- |   |  |          |
|---|--|----------|
| 1 | Computer Specialist I  | \$31,585 |
|   | To provide support to users of the Administrative Network and the Operations Monitoring System and to assist the Automation Manager. |          |

### Community Services

- |   |   |          |
|---|---|----------|
| 4 | Educators (P/T)   | \$33,271 |
|   | To provide early child intervention in the Glades through the Home Instruction Program. Private contributions are expected to fund approximately 50% of the cost. |          |

### County Library

- |   |   |          |
|---|---|----------|
| 1 | Librarian II  | \$30,055 |
| 1 | Librarian I   | 26,916   |
| 2 | Library Associate II  | 44,450   |
| 4 | Library Associate   | 79,829   |
| 2 | Library Clerk   | 34,048   |
|   | To staff the new Wellington branch, scheduled to open in March 1997.  |          |
| 1 | Librarian II  | \$30,055 |
|   | To function as a Staff Development Coordinator to develop and implement staff orientation, training, workshops and exchange and recognition programs. |          |
| 1 | Librarian II  | \$30,055 |
|   | To market and conduct training on Free-Net.   |          |
| 1 | Librarian I   | \$26,915 |
|   | To staff branches when reference employees are on leave or the positions are vacant.  |          |
| 1 | Library Associate I   | \$19,958 |
|   | To provide additional evening and weekend staffing at the Southwest Regional Library.   |          |

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### **County Library - cont'd**

- |   |   |          |
|---|---|----------|
| 1 | Maintenance Worker I                                  | \$17,479 |
|   | To perform required maintenance at twelve facilities. |          |

### **Engineering & Public Works**

- |   |  |          |
|---|--|----------|
| 1 | Clerical Specialist  | \$19,065 |
|   | To reestablish a previously deleted position due to a greater than anticipated workload.   |          |
| 2 | Engineer II  | \$76,608 |
| 1 | Registered Engineer  | 43,867   |
|   | To eliminate the backlog in the five-year road program projects including addressing the increased focus on environmental and archaeological issues involved in design and construction. |          |
| 1 | Traffic Maintenance Worker I   | \$20,743 |
|   | To complete three full crews that install and refurbish pavement markings.   |          |
| 1 | Special Projects Coordinator   | \$33,788 |
|   | To coordinate and implement the Trees and Median Beautification Program.   |          |
| 1 | Traffic Signal Technician I  | \$24,864 |
|   | To locate utility lines for contractors working in a public right-of-way as required by law.   |          |

### **Environmental Resources Management**

- |   |   |          |
|---|---|----------|
| 1 | Database Administrator  | \$36,784 |
|   | To program for permit tracking, network the computer system, establish backup procedures, set up a computer system inventory and track the computer budget. |          |
| 1 | Computer Specialist   | \$28,146 |
|   | To troubleshoot, repair computers and network connections and provide training.   |          |
| 2 | Vegetation Management Worker  | \$46,873 |
|   | To increase the control of exotic vegetation on environmentally sensitive land by 40%.  |          |

### **Facilities Development and Operations**

- |   |   |          |
|---|---|----------|
| 1 | Electronics Technician  | \$39,866 |
|   | To maintain the electronic security systems at the new Judicial Center. |          |



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### **Facilities Development and Operations - cont'd**

|   |  |          |
|---|--|----------|
| 1 | Industrial Electrician   | \$28,857 |
| 1 | General Maintenance Mechanic I   | 19,348   |
|   | To refurbish areas of the main jail and stockade.  |          |
| 1 | General Maintenance Mechanic II  | \$20,148 |
|   | To address the additional maintenance requirements caused by the aging of many facilities. |          |
| 2 | General Maintenance Mechanic II  | \$40,403 |
| 1 | Electrician I  | 27,302   |
| 1 | Air Conditioning Mechanic II   | 27,813   |
|   | To maintain the new Drug Farm and Belle Glade Jail expansion.                              |          |
| 2 | Parking Attendant I  | \$25,706 |
| 1 | Parking Attendant II   | 14,616   |
|   | To operate the new Judicial Center parking garage scheduled to open in April 1997.         |          |

### **Fire-Rescue**

|   |  |          |
|---|--|----------|
| 1 | Computer Programmer  | \$39,971 |
|   | To reduce costs and obtain control of the programmer's time. |          |

### **Housing and Community Development**

|   |  |          |
|---|--|----------|
| 1 | Planner I  | \$38,418 |
|   | To address increased projects requiring evaluation and monitoring. |          |
| 1 | Rehabilitation Compliance Inspector                                | \$37,384 |
|   | To eliminate the backlog of cases on a waiting list.               |          |

### **Judicial**

|   |  |          |
|---|--|----------|
| 2 | Court Interpreters (P/T)   | \$40,787 |
|   | To divert work from current independent contractors to part-time employees per Florida Department of Retirement determination. |          |

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### Parks and Recreation

|   |   |          |  |
|---|---|----------|--|
| 1 | Public Works Crew Chief   | \$16,081 |  |
| 2 | MEO II  | 25,905   |  |
| 1 | Maintenance Worker II   | 12,279   |  |
|   | To maintain Dyer Park, scheduled to open during FY 1996-97.   |          |  |
| 1 | General Maintenance Mechanic II   | \$17,245 |  |
|   | To maintain Peanut Island, scheduled to open during FY 1996-97.   |          |  |
| 1 | Computer Specialist I   | \$22,842 |  |
|   | To install and maintain computers, perform training, and compile and update manuals.  |          |  |
| 1 | MEO III   | \$21,632 |  |
|   | To maintain improvements and expansions as Lake Ida, Ocean Ridge Hammock, Veteran's, Pioneer, Jupiter Farms and Morikami Parks.   |          |  |
| 1 | MEO II  | \$21,938 |  |
|   | To maintain newly constructed athletic facilities at Caloosa, Okeeheelee and Santaluces Parks.  |          |  |
| 1 | Recreation Specialist II  | \$23,470 |  |
|   | To respond to increased activity in special events requiring permitting, processing and seven days a week availability to observe events.   |          |  |
| 1 | Sign Shop Technician  | \$21,058 |  |
| 1 | General Maintenance Mechanic II   | 19,956   |  |
| 1 | Painter   | 20,499   |  |
|   | To maintain additional facilities and structures at Okeeheelee Golf Course, North County Aquatic Complex, South County Civic Center, Peanut Island, and Lake Charleston, Jupiter Farms and South County Regional Parks. |          |  |
| 1 | Data Entry Clerk  | \$16,583 |  |
|   | To assist with picnic reservations, program registrations and creating a database of management information.  |          |  |
| 1 | Secretary (P/T)   | \$4,746  |  |
|   | To convert an existing on-call position to permanent part-time (24 hrs/wk) due to utilization being required beyond the maximum allowance 1,000 hours per year for on-call positions.                                   |          |  |



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### Planning, Zoning & Building

- |   |  |          |
|---|--|----------|
| 1 | Planner I  | \$38,418 |
|   | To address the increased workload associated with the growing number and complexity of applications. |          |
| 1 | Secretary  | \$26,407 |
|   | To provide clerical support for the reestablished Director of Contractor's Certification.            |          |

### Public Safety

- |   |   |          |
|---|---|----------|
| 1 | Clerical Specialist (P/T)   | \$ 8,767 |
|   | To perform clerical duties at the West County Branch allowing other employees to continue regular duties uninterrupted. |          |
| 1 | Residential Family Therapist  | \$29,315 |
| 1 | Juvenile Residential Counselor  | 28,313   |
| 2 | Juvenile Residential Technician   | 46,895   |
|   | To staff the opening of one new dorm at Highridge Family Center.  |          |

## Position History By Department

|   | 1992-93      | 1993-94      | 1994-95      | 1995-96      | 1996-97      |
|---|--------------|--------------|--------------|--------------|--------------|
| <b><u>Board of County Commissioners</u></b> |              |              |              |              |              |
| Airports                                    | 146          | 142          | 139          | 132          | 133          |
| Community Services                          | 708          | 651          | 646          | 373          | 391          |
| County Administration                       | 18           | 15           | 15           | 13           | 13           |
| County Attorney                             | 48           | 49           | 49           | 56           | 56           |
| County Commission                           | 30           | 32           | 29           | 29           | 29           |
| County Cooperative Extension Service        | 31           | 29           | 30           | 33           | 34           |
| County Library                              | 259          | 269          | 289          | 302          | 317          |
| Employee Relations & Personnel              | 40           | 36           | 36           | 35           | 36           |
| Engineering & Public Works                  | 448          | 439          | 440          | 435          | 442          |
| Environmental Resources Management          | 88           | 87           | 92           | 97           | 101          |
| Facilities Development & Operations         | 46           | 41           | 357          | 357          | 371          |
| Financial Management & Budget               | 34           | 32           | 39           | 40           | 40           |
| Fire/Rescue                                 | 817          | 809          | 810          | 827          | 828          |
| General Services                            | 322          | 320          | -            | -            | -            |
| Housing & Community Development             | -            | 28           | 31           | 35           | 37           |
| Information Systems Services                | 166          | 151          | 151          | 151          | 151          |
| Internal Auditor                            | 10           | 12           | 12           | 12           | 12           |
| Judicial                                    | 89           | 109          | 116          | 120          | 122          |
| Metropolitan Planning Organization          | 8            | 8            | 10           | 10           | 10           |
| Palm Tran                                   | -            | -            | -            | -            | 2            |
| Parks & Recreation                          | 404          | 395          | 434          | 424          | 438          |
| Planning, Zoning & Building                 | 288          | 281          | 318          | 329          | 331          |
| Public Affairs                              | 38           | 39           | 40           | 46           | 48           |
| Public Safety                               | 238          | 206          | 212          | 227          | 236          |
| Purchasing                                  | 45           | 45           | 45           | 45           | 44           |
| Risk Management                             | 30           | 29           | 30           | 30           | 30           |
| Tourist Development                         | 5            | 5            | 6            | 7            | 8            |
| Water Utilities                             | 423          | 422          | 429          | 429          | 414          |
| <b><u>Non-Departmental:</u></b>             |              |              |              |              |              |
| Affordable Housing                          | 2            | 3            | -            | -            | -            |
| Criminal Justice Commission                 | 4            | 4            | 4            | 14           | 15           |
| Economic Development                        | -            | 1            | 2            | 5            | 5            |
| Equal Opportunity                           | 18           | 16           | 11           | 11           | 11           |
| Housing Finance Authority                   | -            | -            | -            | 2            | 2            |
| Legislative Delegation                      | 2            | 2            | 2            | -            | -            |
| Minority/Women Business Enterprise          | -            | -            | 7            | 7            | 7            |
| Weed & Seed Program                         | -            | -            | 2            | -            | -            |
| <b>Total BCC</b>                            | <b>4,805</b> | <b>4,707</b> | <b>4,833</b> | <b>4,633</b> | <b>4,714</b> |
| <b><u>Constitutional Officers:</u></b>      |              |              |              |              |              |
| Clerk of the Court                          | 373          | 373          | 374          | 391          | 391          |
| Property Appraiser                          | 228          | 228          | 232          | 233          | 233          |
| Sheriff                                     | 2,441        | 2,460        | 2,511        | 2,564        | 2,693        |
| Supervisor of Elections                     | 30           | 30           | 32           | 32           | 32           |
| Tax Collector                               | 242          | 244          | 249          | 252          | 252          |
| <b>Total Constitutional Officers</b>        | <b>3,314</b> | <b>3,335</b> | <b>3,398</b> | <b>3,472</b> | <b>3,601</b> |
| <b>Grand Total</b>                          | <b>8,119</b> | <b>8,042</b> | <b>8,231</b> | <b>8,105</b> | <b>8,315</b> |



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# Five Year Projections







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## Five-Year Projections

The Five-Year Forecast for Palm Beach County is based on various assumptions and projections regarding the local economy, population growth, availability of Federal and State funds and the level of service to be provided by the County. The major assumptions utilized in preparing the forecast are the following:

- Debt service requirements will increase due to the issuance of bonds to finance the construction of an expansion to the North County Government Center, Sheriff's Light Industrial Facility, Community Parks and Recreation Facilities, and the construction of a professional sports stadium.
- The increased debt service will be funded by increased tourist tax and sales tax formerly used to finance General Fund operating expenses, thus causing a need for increased ad valorem revenue in the General Fund in order to maintain the same level of service.
- The current economic upturn will continue through FY 1997 with further recovery taking place from FY 1998 - FY 1999.
- The County's population will increase 2.1% per year.
- Annual salary increases for County employees will be 4% throughout the forecast period, inclusive of cost of living and merit increases.
- Operating expenses to maintain current service levels will increase 3% annually.
- Additional costs associated with new facilities such as Libraries, Parks and Jails will be funded by additional ad valorem taxes.
- The availability of Federal and State funding will decrease, especially in the area of Urban Development.
- Additional employees will be required by some departments in order to maintain current service levels due to increased demand caused by population growth.
- Charges for services will be adjusted as necessary to reflect changes in the cost of the provision of the services.
- Interest rates for both debt and revenue will average 6.5% and 6.0% respectively on an annual basis.

The chart below shows the projected millage rates, ad valorem requirements and potential annual tax increases or expenditure cuts required for FY 1997-2001. The three pages following present detailed projections for the County.

|                                  | <u>1997</u> | <u>1998</u> | <u>1999</u> | <u>2000</u> | <u>2001</u> |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|
| Aggregate<br>Millage             | 5.6035      | 6.0761      | 5.7624      | 5.5213      | 5.4037      |
| Taxes<br>(In Millions)           | \$320.8     | \$363.7     | \$359.9     | \$359.2     | \$365.6     |
| Annual Increase<br>Above (Below) |             | \$34.1      | (\$13.4)    | (\$9.8)     | (\$2.3)     |
| Roll-Back<br>( In Millions)      |             |             |             |             |             |



## Five-Year Forecast: Fiscal Years 1997 - 2001

|                             | <u>1997</u>          | <u>1998</u>          | <u>1999</u>          | <u>2000</u>          | <u>2001</u>          |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Gross</b>                |                      |                      |                      |                      |                      |
| <b>Revenue</b>              |                      |                      |                      |                      |                      |
| Ad Valorem Taxes            | \$337,062,526        | \$380,313,085        | \$376,880,927        | \$375,739,662        | \$382,172,723        |
| Total Other Revenue Sources | <u>1,544,188,972</u> | <u>1,123,895,258</u> | <u>1,095,839,216</u> | <u>1,127,882,745</u> | <u>1,166,590,129</u> |
| Total Receipts              | \$1,881,251,498      | \$1,504,208,343      | \$1,472,720,143      | \$1,503,622,407      | \$1,548,762,853      |
| <b>Appropriations</b>       |                      |                      |                      |                      |                      |
| Operating Departments       | \$1,238,196,556      | \$1,126,976,428      | \$1,147,057,605      | \$1,184,808,846      | \$1,381,386,455      |
| Debt Service                | 93,042,138           | 92,800,300           | 90,845,493           | 87,561,989           | 87,351,848           |
| Capital Outlay              | <u>550,012,804</u>   | <u>284,431,615</u>   | <u>234,817,045</u>   | <u>231,251,572</u>   | <u>100,790,000</u>   |
| Total Appropriations        | \$1,881,251,498      | \$1,504,208,343      | \$1,472,720,143      | \$1,503,622,407      | \$1,569,528,303      |
| <b>Operating</b>            |                      |                      |                      |                      |                      |
| <b>Revenue</b>              |                      |                      |                      |                      |                      |
| Ad Valorem Taxes            | \$329,149,557        | \$360,221,085        | \$369,068,927        | \$374,218,662        | \$381,047,723        |
| Total Other Revenue Sources | <u>1,002,089,137</u> | <u>859,555,643</u>   | <u>868,834,171</u>   | <u>898,152,173</u>   | <u>1,087,690,580</u> |
| Total Receipts              | \$1,331,238,694      | \$1,219,776,728      | \$1,237,903,098      | \$1,272,370,835      | \$1,468,738,303      |
| <b>Appropriations</b>       |                      |                      |                      |                      |                      |
| Operating Departments       | \$1,238,196,556      | \$1,126,976,428      | \$1,147,057,605      | \$1,184,808,846      | \$1,381,386,455      |
| Debt Service                | 93,042,138           | 92,800,300           | 90,845,493           | 87,561,989           | 87,351,848           |
| Total Appropriations        | \$1,331,238,694      | \$1,219,776,728      | \$1,237,903,098      | \$1,272,370,835      | \$1,468,738,303      |
| <b>Capital</b>              |                      |                      |                      |                      |                      |
| <b>Revenue</b>              |                      |                      |                      |                      |                      |
| Ad Valorem Taxes            | \$7,912,969          | \$20,092,000         | \$7,812,000          | \$1,521,000          | \$1,125,000          |
| Total Other Revenue Sources | <u>542,099,835</u>   | <u>264,339,615</u>   | <u>227,005,045</u>   | <u>229,730,572</u>   | <u>99,665,000</u>    |
| Total Receipts              | \$550,012,804        | \$284,431,615        | \$234,817,045        | \$231,251,572        | \$100,790,000        |
| <b>Appropriations</b>       |                      |                      |                      |                      |                      |
| Capital Projects            | \$550,012,804        | \$284,431,615        | \$234,817,045        | \$231,251,572        | \$100,790,000        |

## Summary of Major Revenues

|                                       | <u>1997</u>                   | <u>1998</u>                   | <u>1999</u>                   | <u>2000</u>                   | <u>2001</u>                   |
|---------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b><u>Non-Enterprise Revenues</u></b> |                               |                               |                               |                               |                               |
| Property Taxes-Current                | \$337,062,526                 | \$380,313,085                 | \$376,880,927                 | \$375,739,662                 | \$382,172,723                 |
| Tourist Tax                           | 13,650,000                    | 14,332,500                    | 15,049,125                    | 15,801,581                    | 16,591,660                    |
| Gasoline Taxes                        | 47,443,000                    | 48,879,500                    | 50,366,125                    | 51,902,131                    | 53,491,838                    |
| Electricity Franchise Fees            | 5,088,959                     | 5,343,407                     | 5,610,577                     | 5,891,106                     | 6,185,661                     |
| Utility Service Tax                   | 36,417,000                    | 38,237,850                    | 40,149,743                    | 42,157,230                    | 44,265,091                    |
| Federal & State Grants                | 122,937,170                   | 108,130,297                   | 112,448,149                   | 114,655,312                   | 118,553,533                   |
| State Shared Revenues                 | 23,874,500                    | 25,008,500                    | 26,199,200                    | 27,449,435                    | 28,762,182                    |
| Licenses & Permits                    | 12,336,572                    | 12,494,976                    | 13,122,239                    | 13,303,291                    | 13,971,335                    |
| Charges for Services                  | 32,096,761                    | 39,107,240                    | 40,521,540                    | 43,085,244                    | 45,154,701                    |
| Constitutional Officer Excess Fees    | 16,592,000                    | 17,215,000                    | 18,007,750                    | 18,840,138                    | 19,714,144                    |
| Fines & Forfeitures                   | 7,351,100                     | 7,703,905                     | 8,084,850                     | 8,484,292                     | 8,904,256                     |
| Special Assessments & Impact Fees     | 27,975,020                    | 28,908,661                    | 26,476,294                    | 26,547,158                    | 26,622,366                    |
| Interest                              | 26,907,680                    | 17,323,331                    | 17,585,378                    | 18,295,654                    | 18,916,063                    |
| Debt Proceeds                         | 60,423,886                    | 0                             | 20,000,000                    | 15,000,000                    | 7,000,000                     |
| Other Revenues-Net                    | 55,598,005                    | 56,618,433                    | 58,473,380                    | 60,263,458                    | 60,854,511                    |
| Interfund Transfers                   | 143,826,718                   | 136,225,722                   | 142,117,413                   | 149,195,105                   | 156,025,237                   |
| Fund Balances                         | <u>499,600,424</u>            | <u>219,344,032</u>            | <u>217,136,991</u>            | <u>217,871,510</u>            | <u>218,114,868</u>            |
| <b>Total Non-Enterprise Revenues</b>  | <b>\$1,469,181,321</b>        | <b>\$1,155,186,438</b>        | <b>\$1,188,229,681</b>        | <b>\$1,204,482,307</b>        | <b>\$1,225,300,168</b>        |
| <b><u>Enterprise Revenues</u></b>     |                               |                               |                               |                               |                               |
| Airports                              | \$176,816,457                 | \$170,115,869                 | \$105,920,162                 | \$113,401,057                 | \$122,804,984                 |
| CoTran                                | 43,770,700                    | 30,979,459                    | 27,673,718                    | 28,742,517                    | 33,566,291                    |
| Golf Courses                          | 3,874,803                     | 4,135,638                     | 4,495,130                     | 4,960,673                     | 5,540,006                     |
| Water Utilities                       | <u>187,608,217</u>            | <u>143,790,939</u>            | <u>146,401,453</u>            | <u>152,035,853</u>            | <u>161,551,403</u>            |
| <b>Total Enterprise Revenues</b>      | <b>\$412,070,177</b>          | <b>\$349,021,905</b>          | <b>\$284,490,462</b>          | <b>\$299,140,100</b>          | <b>\$323,462,684</b>          |
| <b>Total Revenues</b>                 | <b><u>\$1,881,251,498</u></b> | <b><u>\$1,504,208,343</u></b> | <b><u>\$1,472,720,143</u></b> | <b><u>\$1,503,622,407</u></b> | <b><u>\$1,548,762,853</u></b> |



# Five Year Forecast of Operating Budgets by Department

## Fiscal Years 1997 - 2001

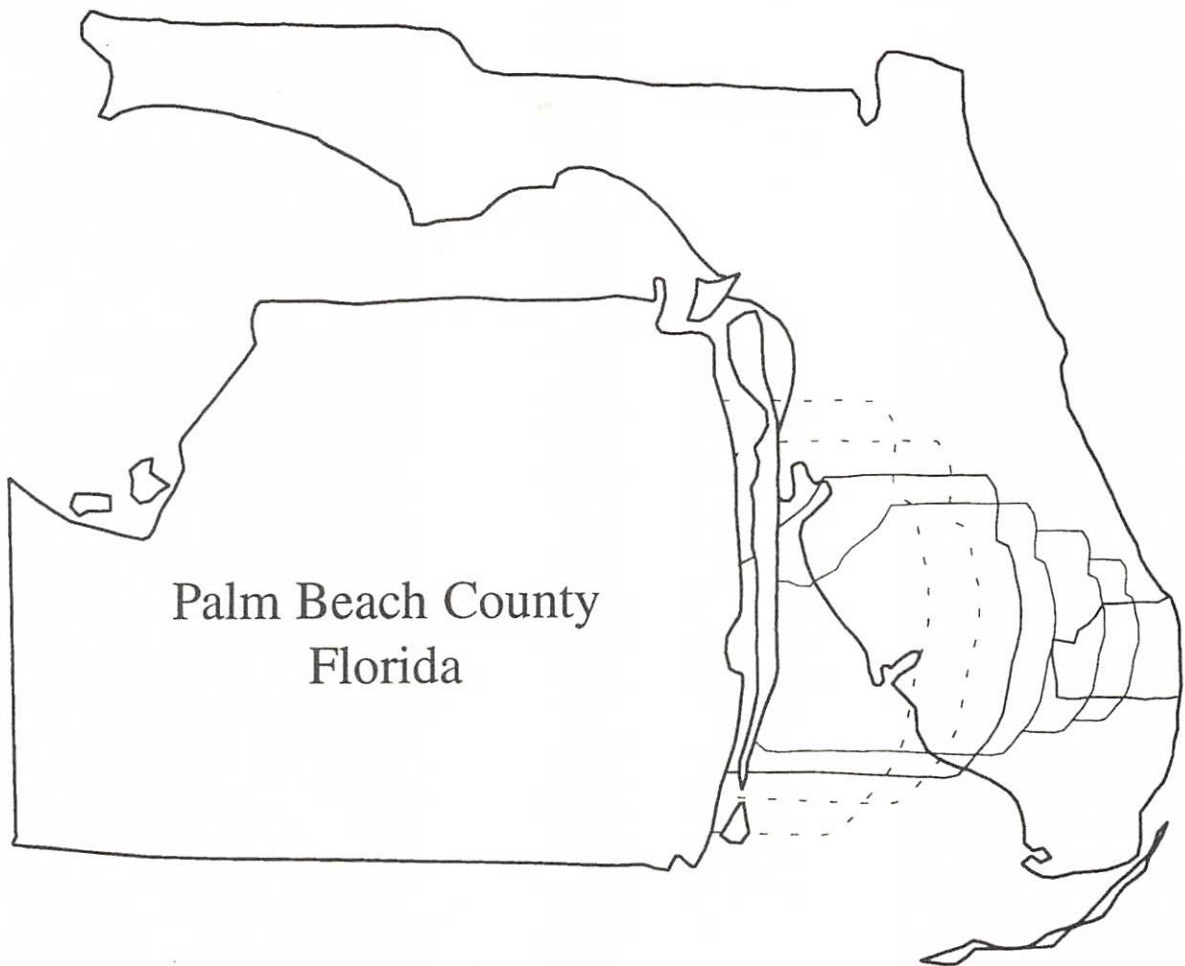
| <u>Department</u>                         | <u>Current<br/>Budget<br/>FY 1996-97</u> | <u>Projected<br/>Budget<br/>FY 1997-98</u> | <u>Projected<br/>Budget<br/>FY 1998-99</u> | <u>Projected<br/>Budget<br/>FY 1999-00</u> | <u>Projected<br/>Budget<br/>FY 2000-01</u> |
|---|--|--|--|--|--|
| Community Services                        | \$28,372,055                             | \$29,179,786                               | \$30,042,190                               | \$30,935,808                               | \$31,872,845                               |
| Constitutional Officers                   | 243,400,526                              | 249,761,984                                | 257,557,969                                | 265,599,959                                | 273,895,819                                |
| County Administration                     | 1,168,929                                | 1,214,506                                  | 1,261,871                                  | 1,311,094                                  | 1,362,249                                  |
| County Attorney                           | 3,978,300                                | 4,133,091                                  | 4,293,944                                  | 4,461,097                                  | 4,634,798                                  |
| County Commission                         | 1,961,265                                | 2,036,868                                  | 2,115,411                                  | 2,197,006                                  | 2,281,775                                  |
| County Cooperative Extension Service      | 1,839,713                                | 1,907,661                                  | 1,978,158                                  | 2,051,301                                  | 2,127,190                                  |
| County Library                            | 19,030,122                               | 19,441,855                                 | 20,129,991                                 | 20,843,227                                 | 21,582,492                                 |
| Employee Relations & Personnel            | 2,160,880                                | 2,242,856                                  | 2,327,977                                  | 2,416,366                                  | 2,508,147                                  |
| Engineering & Public Works                | 38,953,797                               | 39,268,898                                 | 40,506,834                                 | 41,851,135                                 | 43,245,150                                 |
| Environmental Resources Mgmt.             | 9,577,554                                | 9,958,567                                  | 10,355,191                                 | 10,768,088                                 | 11,197,950                                 |
| Equal Opportunity                         | 780,775                                  | 741,905                                    | 770,301                                    | 799,794                                    | 830,428                                    |
| Facilities Development & Operations       | 42,062,052                               | 43,239,654                                 | 44,713,394                                 | 46,238,409                                 | 47,816,518                                 |
| Financial Management & Budget             | 3,117,492                                | 3,234,366                                  | 3,355,681                                  | 3,481,607                                  | 3,612,320                                  |
| Fire/Rescue                               | 87,788,807                               | 92,297,309                                 | 96,212,584                                 | 101,274,845                                | 105,385,117                                |
| Health Department                         | 1,531,622                                | 1,577,571                                  | 1,624,898                                  | 1,673,645                                  | 1,723,854                                  |
| Internal Auditor                          | 897,538                                  | 932,771                                    | 969,394                                    | 1,007,461                                  | 1,047,030                                  |
| Judicial                                  | 14,965,982                               | 15,320,519                                 | 15,826,949                                 | 16,350,600                                 | 16,892,072                                 |
| Metropolitan Planning Org.                | 3,709,296                                | 3,825,821                                  | 3,946,095                                  | 4,070,241                                  | 4,198,384                                  |
| Parks & Recreation                        | 30,456,706                               | 30,223,585                                 | 31,289,573                                 | 32,394,823                                 | 33,540,806                                 |
| Planning, Zoning & Building               | 34,754,577                               | 25,878,854                                 | 26,827,647                                 | 27,811,801                                 | 28,832,652                                 |
| Public Affairs                            | 4,328,639                                | 4,440,030                                  | 4,610,586                                  | 4,787,948                                  | 4,972,397                                  |
| Public Safety                             | 19,961,193                               | 19,438,202                                 | 20,122,154                                 | 20,835,710                                 | 21,580,287                                 |
| Purchasing                                | 2,408,818                                | 2,499,889                                  | 2,594,444                                  | 2,692,618                                  | 2,794,552                                  |
| Tourist Development                       | 24,871,112                               | 10,242,103                                 | 10,551,024                                 | 10,869,314                                 | 11,197,259                                 |
| Non-Departmental                          | <u>30,796,883</u>                        | <u>30,894,519</u>                          | <u>31,136,713</u>                          | <u>31,385,377</u>                          | <u>31,640,684</u>                          |
| <b>Subtotal</b>                           | <b>\$652,874,633</b>                     | <b>\$643,933,173</b>                       | <b>\$665,120,974</b>                       | <b>\$688,109,275</b>                       | <b>\$710,772,775</b>                       |
| <br>                                      |  |  |  |  |  |
| Airports                                  | \$88,467,915                             | \$63,709,108                               | \$63,732,892                               | \$64,593,612                               | \$65,253,211                               |
| CoTran                                    | 25,445,163                               | 26,364,016                                 | 27,316,654                                 | 28,304,339                                 | 29,328,383                                 |
| Water Utilities                           | <u>126,993,995</u>                       | <u>121,912,832</u>                         | <u>122,898,357</u>                         | <u>127,586,042</u>                         | <u>135,909,840</u>                         |
| <b>Total Enterprise Funds</b>             | <b>\$240,907,073</b>                     | <b>\$211,985,955</b>                       | <b>\$213,947,903</b>                       | <b>\$220,483,994</b>                       | <b>\$230,491,434</b>                       |
| <br>                                      |  |  |  |  |  |
| <b>Total Operating Appropriations (1)</b> | <b>\$893,781,706</b>                     | <b>\$855,919,128</b>                       | <b>\$879,068,877</b>                       | <b>\$908,593,268</b>                       | <b>\$941,264,209</b>                       |

(1) Excludes Internal Service Operations





## Board Departments/Agencies







# County Commission

```
graph TD; CC[County Commission] --- D1[Commissioner District 1]; CC --- D2[Commissioner District 2]; CC --- D3[Commissioner District 3]; CC --- D4[Commissioner District 4]; CC --- D5[Commissioner District 5]; CC --- D6[Commissioner District 6]; CC --- D7[Commissioner District 7];
```

Commissioner  
District 1

Commissioner  
District 3

Commissioner  
District 5

Commissioner  
District 7

Commissioner  
District 2

Commissioner  
District 4

Commissioner  
District 6





### Mission

To represent the citizens of Palm Beach County, promote effective government, and make policy direction to meet community needs.

### Summary of Services/Facilities

The Board is made up of seven Commissioners, each representing a single-member district. Each Commissioner is elected to a four-year term by voters in the district in which they reside. Every two years, Commissioners elect a Chair to preside over meetings and serve as ceremonial head of the County. A Vice Chair is also selected to assume these duties in the absence of the Chair.

The County Commission considers major problems facing County government and guides the growth and development of the County consistent with the public interest. Major areas of public interest under

the control of the Board include:

- provision of fire protection and disaster relief;
- construction and maintenance of County buildings, roads and bridges;
- provision of programs of housing, community development, slum clearance, conservation, flood and beach erosion control and air pollution control;
- adoption and enforcement of building and housing codes and regulations;
- preservation of natural resources; and
- provision of cultural and recreational facilities and programs.

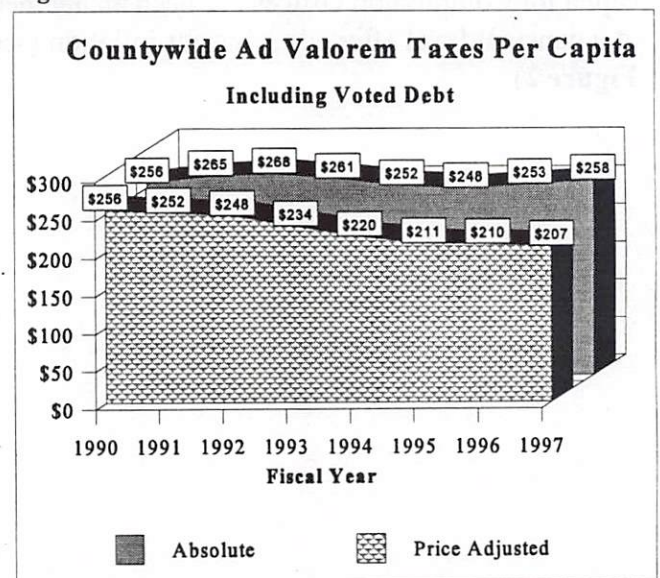
### Trends and Issues

#### **Decreased Reliance on Property Taxes:**

Throughout the 1990's, the Board of County Commissioners' budget policy has been to maintain Countywide taxes at "roll-back." Under this guideline, taxes generated by new construction are the sole source of additional ad valorem revenue.

The countywide ad valorem tax rate has been reduced for seven consecutive years despite increasing expenditures for public safety programs, economic development, and debt service. The Board's "no tax increase" stance has led to a reduction in the per capita taxes levied for countywide ad valorem from \$256 in FY 1989-90 to \$204 in FY 1996-97, after adjusting for inflation. The following graph (Figure 1) presents taxes per capita in both absolute and price-adjusted dollars.

Figure 1



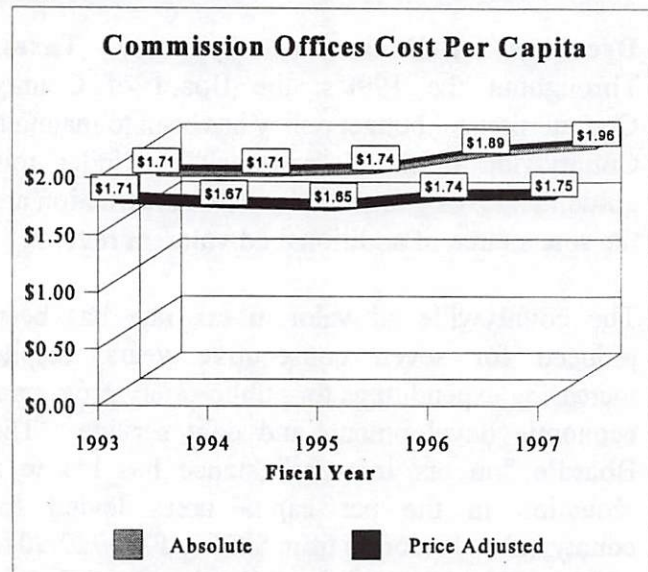


| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,456,285    | \$1,552,922    | \$1,600,588       | \$1,676,545    |
| Operating Expenses           | 221,078        | 243,159        | 244,323           | 270,720        |
| Capital Outlay               | 2,421          | 52,390         | 53,174            | 14,000         |
| TOTAL                        | \$1,679,784    | \$1,848,471    | \$1,898,085       | \$1,961,265    |
| STAFFING                     |                |                |                   |                |
| Positions                    | 29             | 29             | 29                | 29             |
| Full Time Equivalents (FTEs) | 29.00          | 29.00          | 29.00             | 29.00          |

| PERFORMANCE MEASURES                      | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|---|----------------|--------------|----------------------|----------------|----------------|
| Population served                         | 962,802        | +12.1%       | n/a                  | 980,139        | 1,002,722      |
| Countywide millage rate                   | 4.5193         | -2.7%        | n/a                  | 4.5191         | 4.5191         |
| Countywide taxes per capita               | \$248          | -4.8%        | n/a                  | \$253          | \$258          |
| Commission office expenditures per capita | \$1.74         | +17.6%       | n/a                  | \$1.88         | \$1.96         |
| Commission staff - FTEs                   | 22             | 0.0%         | n/a                  | 22             | 22             |

**Cost of County Commission Offices Remains Constant:** Over the past five years the cost per capita for Commission Offices has been maintained at a constant level after adjusting for inflation (see Figure 2).

Figure 2





# County Attorney

```
graph TD; CA[County Attorney] --> DR[Departmental Representation]; CA --> L[Litigation]; DR --- DR_Label[Departmental Representation]; L --- L_Label[Litigation];
```

Departmental  
Representation

**Departmental Representation**

Litigation

**Litigation**

# COUNTY ATTORNEY

Attorney

Department  
Representation

Attorney

Department  
Representation

Attorney



**Mission**

To provide quality legal advice and representation to the Board of County Commissioners and its departments in a timely, cost effective, and efficient manner.

**Summary of Services/Facilities**

The County Attorney's Office was established under Section 4.3 of the Charter of Palm Beach County as an independent office. The County Attorney is appointed by the Board of County Commissioners, serves at the pleasure of the Board, and is responsible directly to the Board. The Office is charged with conducting all the legal affairs for the Board of County Commissioners, County Administration, departments, boards, and commissions. In addition, the Office provides legal advice and general counsel to certain Constitutional Officers, other agencies of County Government, and

the Health Department. The County Attorney's Office defends the County in all civil actions, and coordinates all outside legal services. The Office provides legal advice and opinions, prepares and reviews legislation, and drafts all legal documents required in conducting business for the County including contracts, resolutions, ordinances, bonds, and leases.

The County Attorney's Office consists of two programs: Departmental Representation and Litigation.

**Trends and Issues**

**Palm Beach County Collections Court Program:** During FY 1995-96, the Collections Court was initiated to collect court costs, fines, Public Defender liens, and costs of prosecution. The purpose of this program is to collect criminal fees and costs in which there has been non-compliance with an order to pay and a non-satisfaction of a subsequent judgment. A Special Masters may be appointed by the Chief Judge on a pro-bono basis who shall preside over the Collections Court proceedings and take testimony, make findings of fact, and issue a report to the Chief Judge or his designee. The County Attorney's Office will provide one or more persons for each session of the Collections Court to examine judgment debtors, enter into negotiated settlements with judgment debtors and in general, facilitate the orderly progression of business before the Collections Court. Because the Board of County Commissioners (through the County Attorney's Office) may be assisting in the collection of funds

that go directly to another governmental entity, the County Attorney's Office would, if appropriate written agreements are executed, be authorized to deduct a "collection/service fee" as negotiated by and between the County Attorney's Office and the other governmental entity.

**Debt Collection Program:** This is a cooperative, multi-phase program wherein specially designated personnel from the County Attorney's Office work with the Office of Financial Management and Budget to effect a systematic collection of a wide variety of debts owed to the County. Phases of this program include:

1. **Routine Debt Collection** - The collection of numerous types of County accounts such as traffic and parking fines, utility bills, library fines, worthless checks, and licensing costs is pursued in this phase of the program.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | -              | \$30,000       | -                 | -              |
| Inter-Departmental Charges   | \$1,433,500    | 1,724,902      | \$1,667,200       | \$1,788,500    |
| Other                        | -              | -              | 59                | -              |
| TOTAL                        | \$1,433,500    | \$1,754,902    | \$1,667,259       | \$1,788,500    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$2,889,882    | \$3,319,897    | \$3,297,143       | \$3,544,246    |
| Operating Expenses           | 233,632        | 327,832        | 415,079           | 382,622        |
| Capital Outlay               | 55,539         | 116,679        | 116,679           | 51,432         |
| Debt Service                 | 29,700         | -              | -                 | -              |
| Non-Operating                | (59,515)       | -              | -                 | -              |
| TOTAL                        | \$3,149,238    | \$3,764,408    | \$3,828,901       | \$3,978,300    |
| STAFFING                     |                |                |                   |                |
| Positions                    | 49             | 56             | 56                | 56             |
| Full Time Equivalents (FTEs) | 49.00          | 56.00          | 56.00             | 56.00          |

| PERFORMANCE MEASURES  | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|---|----------------|--------------|----------------------|----------------|----------------|
| Number of County attorneys                                  | 24             | +8.7%        | n/a                  | 25             | 25             |
| Ratio of attys to total County positions                    | 1:189          | -9.8%        | n/a                  | 1:175          | 1:188          |
| Client survey ranking (% satisfied)                         | *              | n/a          | n/a                  | 90%            | *              |
| * The survey is distributed bi-annually to the Departments. |                |              |                      |                |                |

2. Judgments and Liens - This area involves cases where a judgment or lien has been entered in favor of the County. These debts include liens for attorney fees for indigent defendants in the criminal justice system as well as welfare assistance liens and code enforcement liens.

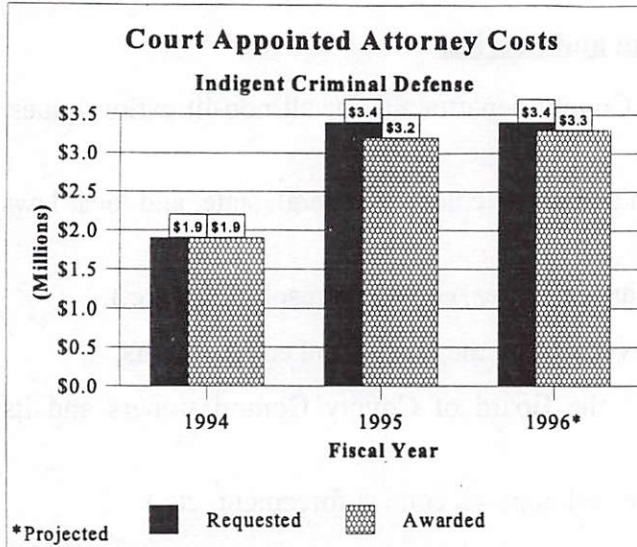
3. Property Damage Cases - In those cases where the County has suffered property damage, (usually as a result of a traffic accident), this phase of the program provides for collection of those damages from the negligent party. Lawsuits may be filed and judgments obtained. Post-judgment collection will be pursued vigorously.

4. Accounts Receivable - These are cases in which there are outstanding balances due to the County for services rendered, usually by an institution or organization, and are not paid in a timely manner. Occasionally, billing issues must be resolved so that the County receives prompt payment.

**Court-Appointed Attorney Costs Containment Program:** A contract team approach was established to represent defendants when the Public Defender's Office withdraws from a case due to an existing conflict or in other cases where attorneys are appointed by the court to represent indigent clients. **Figure 1** depicts cost savings based on the difference between what the court appointed attorney had requested and the amount approved based on our office's analysis of costs and services.



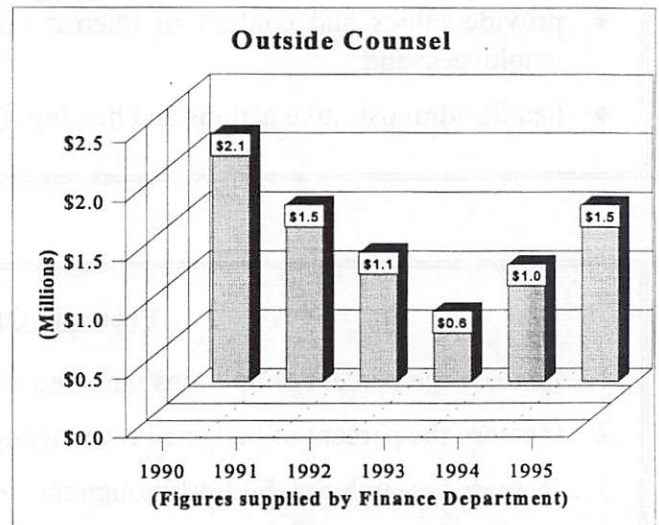
Figure 1



**Enhancement of Office Automation:** The County Attorney's Office installed new computers that included CD research capability at each attorney and legal assistant's desk. All computers have now been upgraded to allow for the Windows™ environment. The entire staff has received Windows training and are completing their WordPerfect 6.1 for Windows training.

**Utilization of Outside Legal Services:** The Board of County Commissioners has directed the County Attorney's Office to reduce the utilization of outside counsel whenever possible. **Figure 2** shows that, although costs for outside counsel were decreasing substantially from FY 1991 - FY 1993, expenditures are on the upswing due to the cost of construction litigation, labor matters, and other complex issues.

Figure 2



### Significant Changes From Prior Year

**Enhancement of Office Automation:** Prior to Phase I, our computers were not capable of supporting software requirements. Over the last two years, personal computer workstations were upgraded, allowing staff to work in a Windows™ environment. Additional upgrades are needed for the printers, the office automation server, and to implement new technology by installing a CD Rom server to allow the attorneys and legal assistants greater access to CD resource materials.

**Position Status Change:** The legal secretary classification was changed to an at-will status for the purpose of filling positions more readily. All attorneys and legal assistants already hold the at-will status. Through attrition, the Office will eventually become an at-will Office, similar to that of an outside law firm.



**Definition of Program and Services**

To represent the Board of County Commissioners and County departments for all non-litigation issues. Primary services include:

- ◆ provide legal advice and counsel on the interpretation and enforcement of federal, state, and local laws and rules affecting County government;
- ◆ draft and/or review all official documents (i.e. ordinances, leases, contracts, resolutions, etc.);
- ◆ provide legal advice and representation on matters overseen by the boards and commissions;
- ◆ provide ethics and conflict of interest opinions to the Board of County Commissioners and its employees; and
- ◆ handle administrative actions and hearings (i.e. personnel appeals, code enforcement, etc.).

**Program Objectives for FY 1997**

1. Increase the percent of opinions rendered within fifteen days to 85%.
2. Increase the percent of budgeted revenues collected to 90%.
3. Increase research capabilities through the upgrade of computer integration equipment.
4. Increase reliance on the team approach to the production of legal documents through the development of standardized forms and pleadings.

| PERFORMANCE MEASURES                | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Resolutions and ordinances prep/rev | 856               | n/a             | n/a                     | 646               | 756               |
| Contracts and agreements prep/rev   | 1,963             | n/a             | n/a                     | 1,848             | 1,900             |
| Agenda items prepared/reviewed      | 2,256             | n/a             | n/a                     | 1,814             | 2,000             |
| BCC inquiries/legal ops. rendered   | 1,593             | n/a             | n/a                     | 1,336             | 1,450             |
| % of opinions rendered w/in 15 days | 93%               | n/a             | n/a                     | 80%               | 85%               |
| % of opinions rendered 16-30 days   | 7%                | n/a             | n/a                     | 20%               | 15%               |
| % of budgeted revenues collected    | 76%               | n/a             | n/a                     | 85%               | 90%               |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | -              | \$30,000       | -                 | -              |
| Inter-Departmental Charges   | \$1,433,500    | 1,724,902      | \$1,667,200       | \$1,788,500    |
| Other                        | -              | -              | 59                | -              |
| TOTAL                        | \$1,433,500    | \$1,754,902    | \$1,667,259       | \$1,788,500    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$2,022,917    | \$2,323,928    | \$2,308,000       | \$2,480,972    |
| Operating Expenses           | 163,542        | 229,482        | 290,555           | 267,835        |
| Capital Outlay               | 38,877         | 81,675         | 81,675            | 36,002         |
| Debt Service                 | 20,790         | -              | -                 | -              |
| Non-Operating                | (41,661)       | -              | -                 | -              |
| TOTAL                        | \$2,204,465    | \$2,635,085    | \$2,680,230       | \$2,784,809    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 36.00          | 39.00          | 39.00             | 39.00          |

### Summary of Key Funding/Service Issues

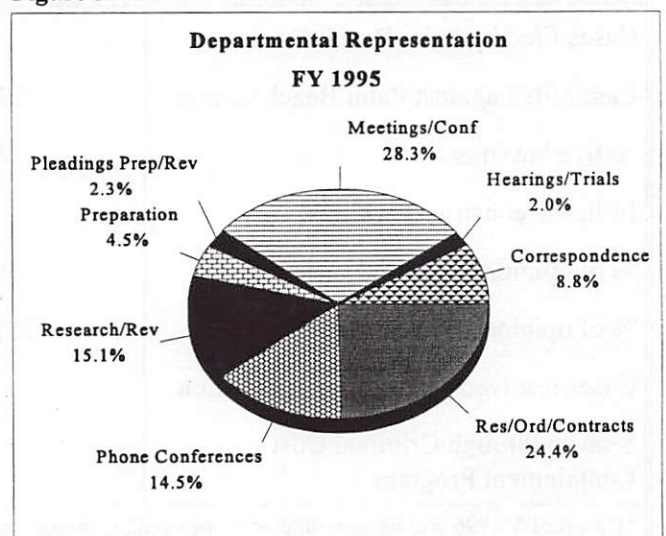
**Computer Upgrade - Phase III:** In the last two years the Office has upgraded its computer equipment. The older and more antiquated computers have been replaced with more efficient units which will support new software and allow us to work in the Windows™ environment. There is still a need to replace older and inefficient printers. The Office automation server no longer supports our needs because the system is running out of space and processing capacity. There is also a need to capitalize our library resources by towering our CD resource material providing greater access for our attorneys and legal assistants. **Estimated Fiscal Impact: \$40,635.**

**Utilization of Computer Programs Designed for a Law Firm:** Information Systems Services (ISS) has provided the Office with general expertise, however at times the Countywide automation systems are not applicable in a law firm environment. A law firm has special needs that are not applicable to other County departments. The Department has entered into an Interlocal Agreement with Broward County to evaluate our

system and make recommendations, identify hardware and software needs, and develop and compare cost benefits of various software packages. **Estimated Fiscal Impact: \$15,000.**

**Departmental Representation:** Figure 3 depicts the utilization of program staff time.

Figure 3





**Definition of Program and Services**

To provide legal advice and litigation support to the Board of County Commissioners and County departments. Primary services include:

- ◆ provide defense support for actions filed against Palm Beach County;
- ◆ file actions on behalf of the Board of County Commissioners;
- ◆ handle the review and cost containment of the attorney's fees program for indigent defendants, and reimbursement of costs for acquitted defendants; and
- ◆ oversee the legal aspects of the in-house collection program.

**Program Objectives for FY 1997**

1. Clarify and provide direction on current litigation by hiring a consultant to analyze all pending litigation.
2. Institute procedures within the Litigation Section to more efficiently and effectively track and monitor cases.

| PERFORMANCE MEASURES                               | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Cases filed by Palm Beach County                   | 2                 | n/a             | n/a                     | 15                | 7                 |
| Cases filed against Palm Beach County              | 171               | n/a             | n/a                     | 179               | 175               |
| Active lawsuits                                    | 378               | n/a             | n/a                     | 431               | 400               |
| In-house construction cases                        | *                 | n/a             | n/a                     | 5                 | 3                 |
| % of opinions rendered w/in 15 days                | 75%               | n/a             | n/a                     | 80%               | 85%               |
| % of opinions rendered 16-30 days                  | 25%               | n/a             | n/a                     | 20%               | 15%               |
| Cases resolved by pre-trial negotiation            | *                 | n/a             | n/a                     | 40                | 30                |
| \$ saved through Criminal Cost Containment Program | *                 | n/a             | n/a                     | *                 | \$150,000         |

\*Data for FY 1996 will be accumulated in the County Attorney's Office for the first time.



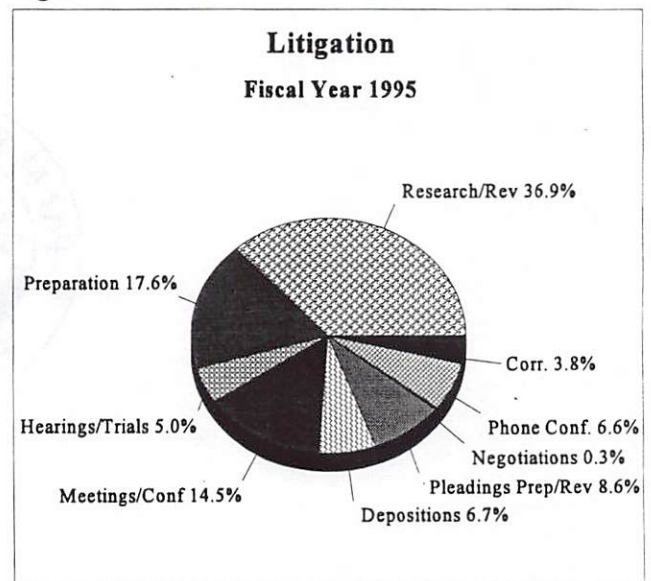
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$866,965      | \$995,969      | \$989,143         | \$1,063,274    |
| Operating Expenses           | 70,090         | 98,350         | 124,524           | 114,787        |
| Capital Outlay               | 16,662         | 35,004         | 35,004            | 15,430         |
| Debt Service                 | 8,910          | -              | -                 | -              |
| Non-Operating                | (17,854)       | -              | -                 | -              |
| TOTAL                        | \$944,773      | \$1,129,323    | \$1,148,671       | \$1,193,491    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 13.00          | 17.00          | 17.00             | 17.00          |

### Summary of Key Funding/Service Issues

**Audit of Pending Litigation:** The Department has entered into a consultant agreement with a defense attorney/firm to conduct an audit of pending litigation and to evaluate the methods in place to monitor and process cases through conclusion. Several County departments have agreed to share the audit cost (estimated at \$40,000) recognizing that effective litigation is a Countywide responsibility and mutually beneficial. **Fiscal Impact: \$19,000.**

**Litigation Staff Time:** Figure 4 depicts the utilization of program staff time.

Figure 4







# Internal Auditor

Operational Audits

ISS Audits

**Internal Audit**

12 Positions

# Internal Auditor

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### Mission

To serve the Board of County Commissioners, County agencies and departments, and the public by providing independent, objective reviews of County operations, identifying areas where efficiency and effectiveness can be improved, and providing assistance and advice to the Board and management when requested.

### Summary of Services/Facilities

The Internal Auditor's Office performs operational, compliance, and revenue audits, and examines internal control systems of all departments under the Board of County Commissioners to identify problem areas and make recommendations for improvement. The Office also audits Airport concessions, and operations of the Solid Waste Authority, Sheriff, Clerk of the Circuit Court, and

the Health Care District. In accordance with Board policy, the Internal Auditor's Office reports to a ten-member Audit Committee which approves the annual workplan, reviews completed audit reports, and evaluates the Internal Auditor's performance. Revenues are generated through charges to the Airport, ISS, Solid Waste Authority, Clerk of the Circuit Court, and the Health Care District.

### Trends and Issues

**Audits of the Clerk:** The Internal Auditor's Office has been providing internal audit services to the Clerk of the Circuit Court on a cost-reimbursable basis since 1994. Revenue from the Clerk's Office supports the equivalent of one Senior Auditor position. In March 1996, the Clerk established an internal audit function and hired a Director of Audits. For the first two years, the Clerk's Director of Audits will perform audits of the Clerk's court-related and administrative functions, and the Internal Auditor's Office will continue to perform audits of the Finance Department. Depending on the Clerk's audit needs after the first two years, the Clerk's Audit Director might assume the responsibility for auditing the Finance Department.

**Allocation of Audit Resources:** Prior to FY 1995, the equivalent of one full-time auditor was assigned to perform audits of the Solid Waste Authority (SWA). During FY 1995, this effort was reduced by half based on good results from the audits previously performed at the SWA. At the same time, the equivalent of a half-time auditor was

assigned to perform audits of the Health Care District. In addition, one full-time equivalent (FTE) auditor is assigned to perform Airport concession audits, one FTE is assigned to audits of the Sheriff, and one FTE is assigned to audits of the Clerk. This allocation of audit resources is expected to continue during FY 1997.

**ISS Auditors:** Late in 1992, two County Information Systems Services (ISS) Department auditors were transferred from ISS to the Internal Auditor's Office to perform data processing audits of ISS. The cost of the two ISS auditors has been accounted for in a separate division (cost center) in the Internal Auditor's budget and billed back in its entirety to ISS. For FY 1997, the Internal Auditor's Office is planning to perform integrated audits using both ISS and operational auditors to review both the data processing and operational aspects of the area being audited. To facilitate this approach the budget will be consolidated, resulting in only one division within Internal Auditor.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$118,500      | \$120,000      | \$120,000         | \$120,000      |
| Inter-Departmental Charges   | 193,427        | 205,154        | 205,154           | 210,000        |
| TOTAL                        | \$311,927      | \$325,154      | \$325,154         | \$330,000      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$758,107      | \$799,109      | \$786,570         | \$830,732      |
| Operating Expenses           | 22,339         | 32,424         | 31,725            | 50,366         |
| Capital Outlay               | 6,932          | 6,819          | 7,158             | 16,440         |
| TOTAL                        | \$787,378      | \$838,352      | \$825,453         | \$897,538      |
| STAFFING                     |                |                |                   |                |
| Positions                    | 12             | 12             | 12                | 12             |
| Full-Time Equivalents (FTEs) | 12.00          | 12.00          | 12.00             | 12.00          |

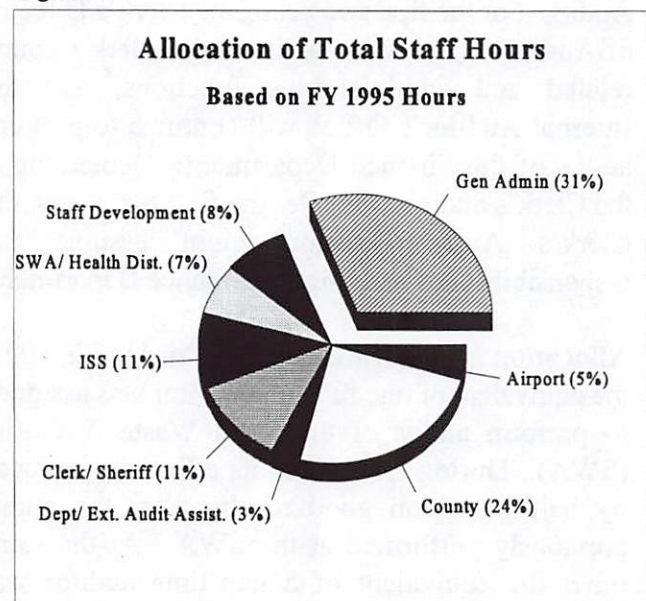
| PERFORMANCE MEASURES           | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|--------------------------------|----------------|--------------|----------------------|----------------|----------------|
| Audits performed               | 65             | n/a          | n/a                  | 61             | 65             |
| Assist external auditors (hrs) | 377            | n/a          | n/a                  | 350            | 350            |

**Audit Coverage:** In an effort to control the budget, there has been no increase in audit staff for the past several years to provide additional audit coverage for County operations. Although there has been an attempt to audit most major areas at least every three years, it is not always possible due to time and staffing constraints. The need to re-audit areas with major findings, and the requirement to provide audit services to those areas providing funding (ISS, The Clerk of the Circuit Court, Airport, Health Care District, and Solid Waste Authority), often result in less frequent audit coverage for County operations, which, in the long term, may negatively impact the reliability of internal control systems.

The overall allocation of audit hours during FY 1995 is shown in **Figure 1**. Currently, there are only three full-time equivalent (FTE) staff performing audits of County operations. The addition of one new audit staff would increase available overall audit hours by approximately 11% and would increase available audit hours relating to

County audits by approximately 33%. The trend toward more delegation of authority and continuing concerns regarding revenues and receivables may justify an additional audit position, especially since

Figure 1





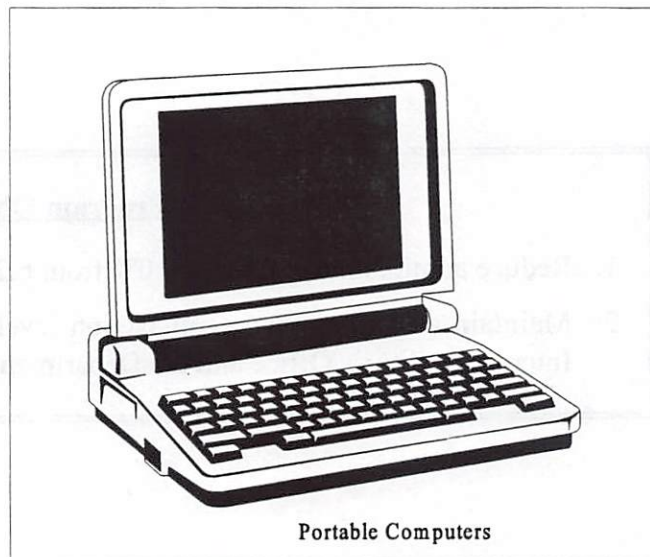
a large percentage increase in County coverage can be attained at relatively minimal cost. The estimated fiscal impact would be \$57,000. This position has not been budgeted for in FY 1997.

**External Quality Assurance Review:** In accordance with auditing standards, an external quality assurance review (peer review) of the Internal Auditor's Office should be performed every three years. However, the Internal Auditor's Office has not had the recommended review since 1989. During FY 1995 and FY 1996, the Department attempted to schedule a peer review through the

National Association of Local Government Auditors (NALGA), whereby NALGA would provide a quality review team for the cost of lodging and other travel expenses (approximately \$3,000). The County's external auditors also submitted a proposal to complete the required review at an estimated cost of \$10,000. A review by NALGA now appears feasible for January or February 1997. If the NALGA review cannot be scheduled, the Department plans to contract with the external auditors to perform the review. **Estimated Fiscal Impact: \$10,000.**

### Significant Changes From Prior Year

**Auditors Benefit from Portable Computers:** In FY 1996 the Department evaluated the benefits of providing auditors with laptop computers. Two laptops were purchased as replacement equipment and were found to be in constant demand. Prior to access to a portable computer, an auditor would have to take notes and create databases manually, and then return to the office to re-create the same information in word processed or spreadsheet format. This proved to be an inefficient method once portable computers, and now printers, became available and were reasonably priced. The Department's FY 1997 budget includes funding to replace additional obsolete desktop computers and printers with portable units. It is estimated that the use of portable equipment increases an auditor's efficiency by approximately 10%, allowing more time for review and analysis.



**Definition of Program and Services**

To conduct audits to determine if:

- ◆ assets are being adequately safeguarded;
- ◆ operations are being performed in accordance with laws, contracts, policies, and procedures;
- ◆ financial and other reports are accurate and reliable;
- ◆ activities have been properly authorized;
- ◆ operations are being performed in an efficient and effective manner; and
- ◆ stated goals are being accomplished.

To provide assistance to the County's external auditor.

To provide assistance and advice to the Board and management when requested.

**Program Objectives for FY 1997**

1. Reduce administrative time by 10% from 6,234 hours (FY 1995) to 5,610 hours per year.
2. Maintain a 95% customer satisfaction level, which judges the quality of interaction between the Internal Auditor's Office and the Department being audited.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Administrative time (hours)   | 6,234             | n/a             | n/a                     | 6,000             | 5,610             |
| % of audit recommendations brought to closure   | n/a               | n/a             | n/a                     | 96.0%             | 96.0%             |
| Customer satisfaction level   | *                 | *               | n/a                     | 95%               | 95%               |
| * Customer surveys were not used prior to FY 1996.  |                   |                 |                         |                   |                   |
| ** The most recent analysis was for the period 1988-1994, covering 438 audits with 1,129 recommendations. The analysis concluded that 95.8% of audit recommendations had been brought to closure. An analysis will be completed again in 1996, and annually thereafter. |                   |                 |                         |                   |                   |

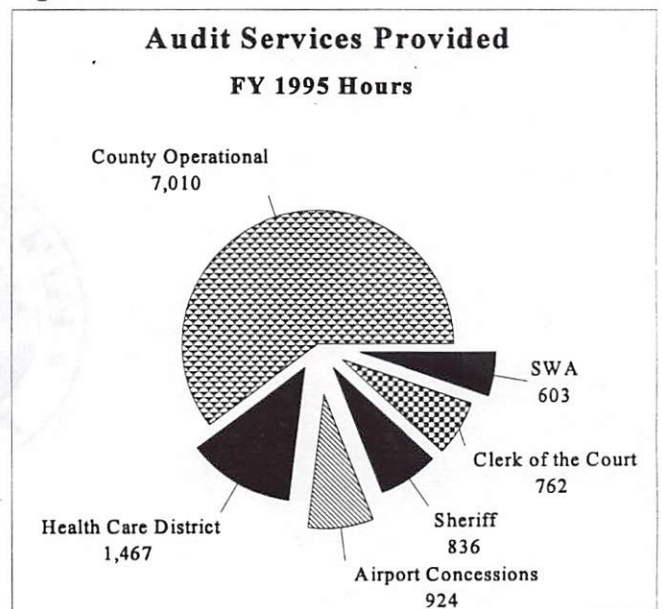


**Summary of Key Funding/Service Issues**

The contracts for several of the non-County audits were rewritten in June 1996. In preparation for this, an analysis of the billing rate methodology used to determine billing rates for the Department's auditors was evaluated. This served two purposes: to recover all appropriate County expenses associated with providing the audits, and, as a consequence, to have more audit hours available for tax supported County operational audits. More available audit hours, rather than more revenues, will result because

the non-County audits are relatively fixed in price regardless of billing rates.

**Figure 2** shows the distribution of audit hours in FY 1995, which also closely approximates FY 1996. An increase in billing rates will reduce the number of hours worked on non-County audits for the same fee, thereby increasing the number of hours available for tax-supported County operational audits.

**Figure 2**





# County Administration

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Administration

13 Positions

County Administration

Administration

1974-75



### Mission

To provide administrative leadership which creates an entrepreneurial government resulting in cost effective and efficient delivery of services. County Administration will implement policies established by the Board of County Commissioners and manage the activities of Board departments. Accountability of public expenditures will be provided through the use of performance measurement and organizational excellence will be encouraged by example and sponsorship of quality improvement programs. This mission requires effective communication with County Commissioners, constitutional officers, employees, citizens, the media, and others through open access and sharing of information.

### Summary of Services/Facilities

The County Administrator serves as the chief executive officer of Palm Beach County government and provides the primary staff support to the Board of County Commissioners. The County Administrator's Office is staffed with thirteen positions, including the Deputy County

Administrator and four Assistant County Administrators. This Office directs the activities of twenty-four Board departments and acts as liaison to the constitutional officers and various other agencies.

### Trends and Issues

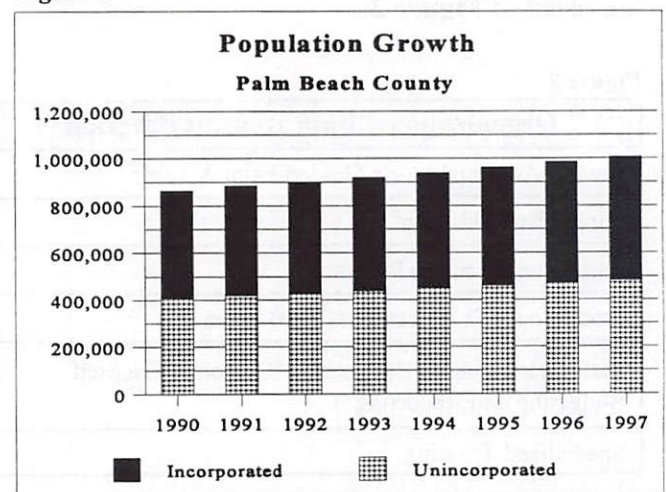
#### **Population Gains Place Demand on Services:**

The population of Palm Beach County has increased by more than 102,000 since 1990 - placing it second among all Florida counties in terms of absolute growth. The following chart (Figure 1) depicts this 14% growth trend.

In order to accommodate the increased demand for services generated by population growth, the County has invested heavily in new capital facilities. During this same period (1990 - 1996), the countywide ad valorem rate has been reduced each year in accordance with the Board's "rollback" policy. Increased service demands coincide with other factors that stress the budget - i.e., reduction in revenues due to Wellington incorporation and lawsuit settlements.

**Automation Enhancement:** The decentralization of computer operations to networking client servers versus large mainframe operations is continuing.

Figure 1



Eventually all the governmental services of Palm Beach County should be interconnected. Management of the Information Systems Services Department continues to be an issue.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Interdepartmental Charges    | \$240,950      | \$217,127      | \$217,127         | \$225,812      |
| TOTAL                        | \$240,950      | \$217,127      | \$217,127         | \$225,812      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,007,604    | \$1,069,009    | \$1,038,578       | \$1,050,945    |
| Operating Expenses           | 96,794         | 104,010        | 98,900            | 94,512         |
| Capital Outlay               | 5,069          | 12,420         | 12,424            | 9,500          |
| Debt Service                 | -              | -              | -                 | 13,972         |
| TOTAL                        | \$1,109,467    | \$1,185,439    | \$1,149,902       | \$1,168,929    |
| STAFFING                     |                |                |                   |                |
| Positions                    | 13             | 13             | 13                | 13             |
| Full Time Equivalents (FTEs) | 13.00          | 13.00          | 13.00             | 13.00          |

**Improved Quality a County Priority:** The ongoing initiative to improve management practices and quality of services continued during the past year. Palm Beach County aspires to achieve and maintain a reputation as a well-managed and innovative organization. Specific programs and activities supporting organizational improvement are listed in **Figure 2**.

Figure 2

| Organizational Improvement Program                                       |
|--|
| County Administrator's Golden Palm Awards                                |
| "Breakfast With Bob"   |
| Employee Incentive Program   |
| Productivity Enhancement (PEP) Team                                      |
| Performance-based Budgeting ("Customer Focused Budgeting and Reporting") |
| Specialized Training   |

**Fire-Rescue Contracts:** The Board of County Commissioners authorized Fire-Rescue to reevaluate its funding sources for the provision of Fire-Rescue services, particularly to incorporated areas such as Jupiter.

**Major Projects and Initiatives:** During the past year, Administration provided primary staff support on a number of high profile issues of major financial and community impacts. These projects entailed a substantial level of involvement by the Management Team. **Figure 3** lists examples of major projects staffed by County Administration.

Figure 3

| Project/Issue                                    |
|--|
| Courthouse Settlement                            |
| Baseball Stadium                                 |
| Convention Center                                |
| PACE Program (Ag Reserve Dev. Rights)            |
| Wellington Incorporation                         |
| Impact of Federal Budget Cuts                    |
| County Home Transfer                             |
| Homeless Initiative                              |
| Job Growth Incentive Program                     |
| Streamlining Board Agenda Process                |
| Palm Tran - Reorganization to a Board Department |



**Definition of Program and Services**

County Administration is responsible for the overall supervision of Board departments. Primary services involve:

- ◆ arrange for the orderly scheduling of County Commission business and coordinate the development and review of agenda items for Commission meetings;
- ◆ staff special projects and initiatives as directed by the Board of County Commissioners and identified by the Management Team;
- ◆ present the County Administrator's recommended budget (operating and capital) for the upcoming fiscal year;
- ◆ plan for future levels of service and capital requirements;
- ◆ provide staff support to various appointed boards and committees;
- ◆ serve as a liaison to local, state, and federal government entities;
- ◆ oversee development of policies and procedures to guide County departments; and
- ◆ respond to public inquiries and requests for information.

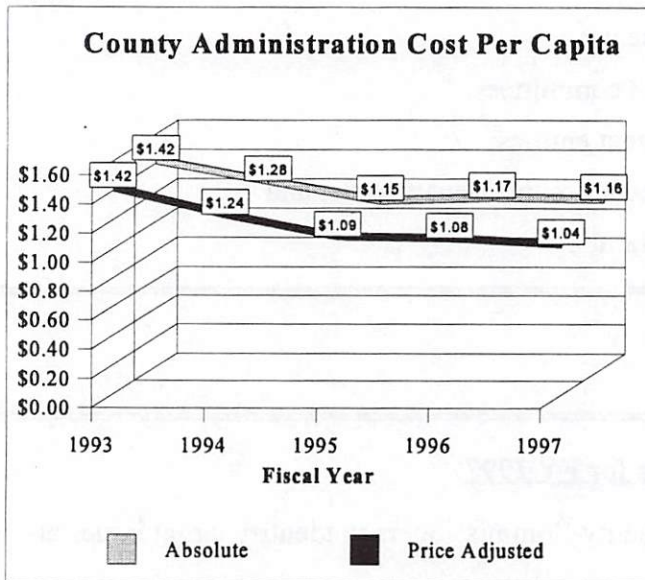
**Program Objectives for FY 1997**

1. Coordinate goal setting process with the Board of County Commissioners to identify target issues and Board priorities.
2. Complete streamlining improvements to Board agenda process.
3. Convert Countywide policies and procedures (PPMs) to E-mail database for ease of access by County departments.
4. Develop policy alternatives regarding the Agricultural Reserve area.

| PERFORMANCE MEASURES | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|----------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Board agenda items   | 2,388             | -4.5%           | n/a                     | 3,000             | 2,500             |
| Board directives     | 142               | -37.8%          | n/a                     | 115               | 120               |

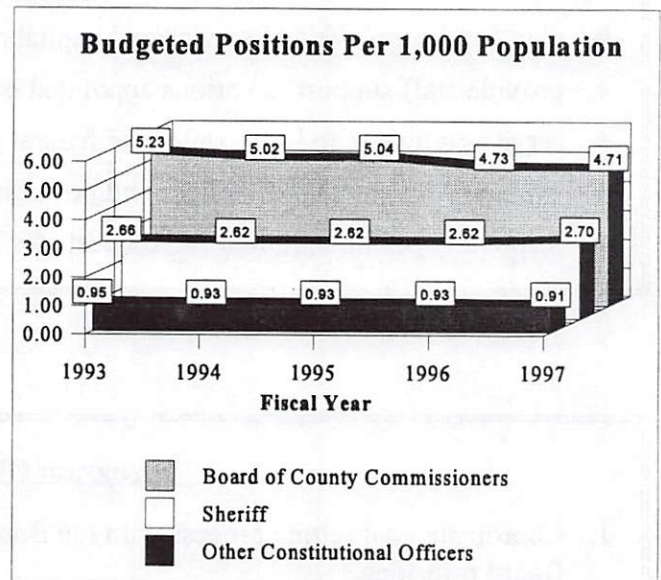
**Cost of County Administration Decreases:** Over the past five years the cost per capita for County Administration has decreased (see **Figure 4**). The big decrease in FY 1994 was due to the reorganization of Organizational Effectiveness from County Administration to Public Affairs. An additional two positions were reorganized to Public Affairs in FY 1995. County Administration staffing has remained at 13 for the period FY 1995 through FY 1997.

Figure 4



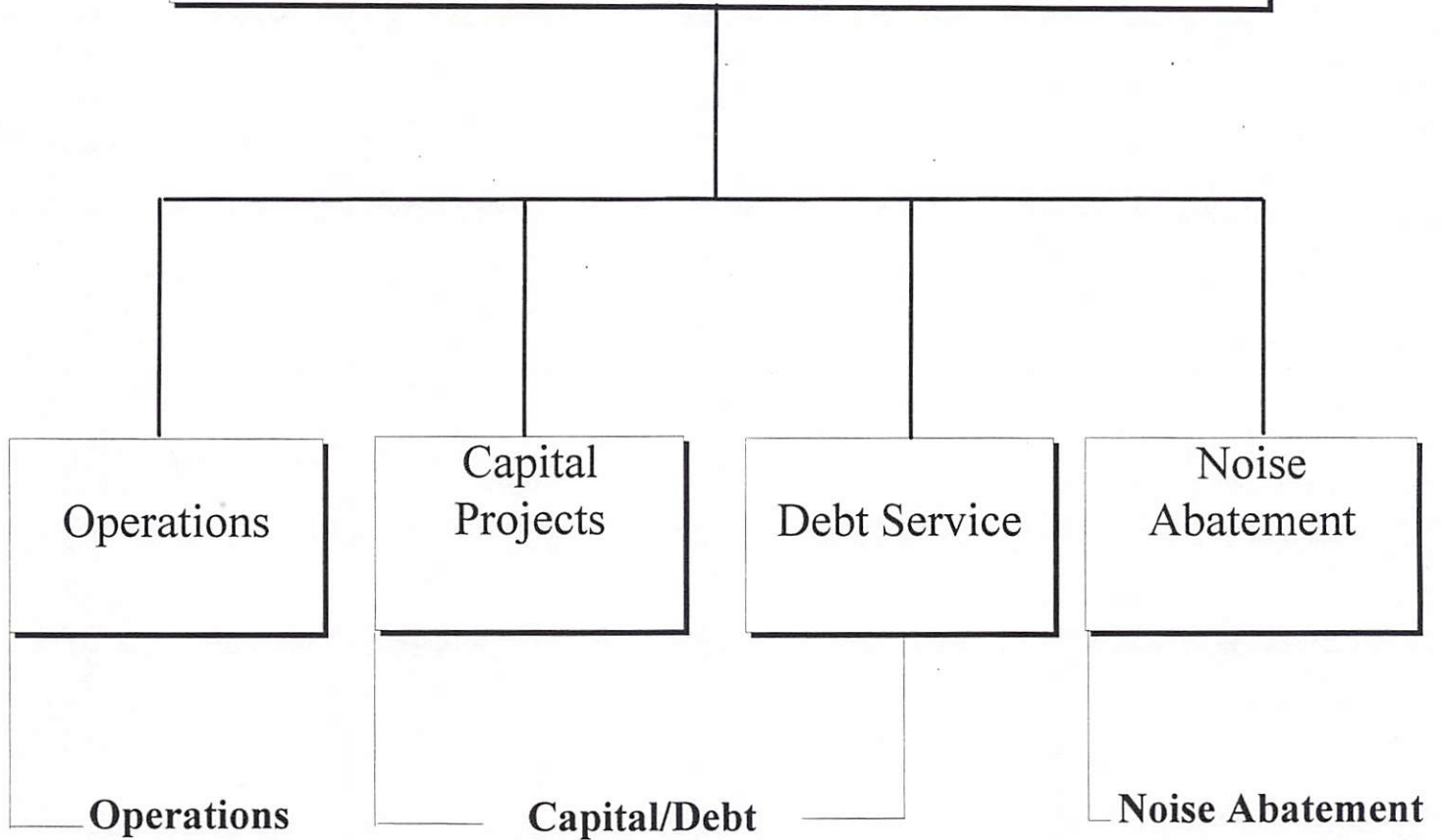
**Employees Per 1,000 Population Decreases:** The total number of budgeted positions per 1,000 population under the Board of County Commissioners (BCC) has decrease from 5.23 in FY 1993 to 4.71 in FY 1997 (see **Figure 5**). The large decrease in FY 1996 for the BCC reflects the transfer of 270 County Home employees to the Health Care Taxing District.

Figure 5





# Airports



# Alphabet



Operations      Projects      Service      Maintenance



### Mission

To meet the aviation demands of Palm Beach County by:

- ▶ providing quality facilities;
- ▶ operating the airport system in a cost efficient and safe manner;
- ▶ continuing as an economic stimulus for Palm Beach County;
- ▶ opening the airport to foreign markets;
- ▶ continuing the airport noise abatement programs for the betterment of all airport neighbors; and
- ▶ continuing to provide an equitable opportunity for all businesses, including the Disadvantaged Business Enterprise.

### Summary of Services/Facilities

The Palm Beach County Department of Airports owns and manages Palm Beach International Airport and three general aviation airports at North County, Lantana, and Pahokee. Serving approximately 5.5 million passengers per year, PBIA provides a multitude of services to help people get to their destinations safely and enjoyably.

Aside from operating and maintaining the 560,000 square foot McCampbell Terminal, all safety and security is provided through agreements with the Palm Beach County Sheriff's Office and Palm Beach County Fire-Rescue.

PBIA also provides parking facilities and services for over 1.2 million cars per year. Leases and concession agreements have been established to ensure that passengers have a full range of services: rental car, food sales, gift shops, and airline service.

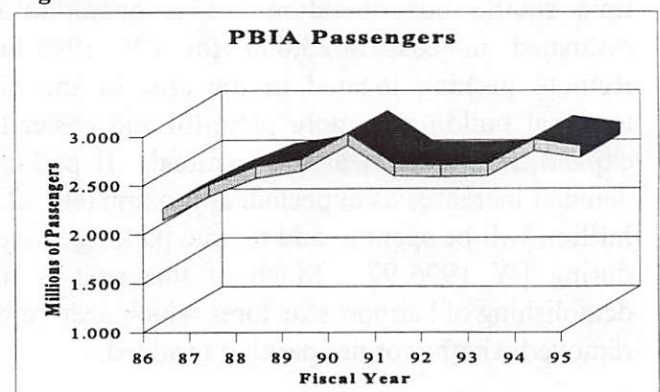
At the general aviation locations, over 268,000 square feet of hangar space is available for corporate and private fliers.

### Trends and Issues

**Peak Traffic Demands on PBIA:** Passenger traffic has grown at PBIA by an average of 3.3% over the last decade and is expected to grow at a 4% rate over the next 5 to 10 years. This demand is straining PBIA to capacity in parking, curbside areas, and key terminal areas. See **Figure 1**.

Due to hubbing operations utilized by modern air carriers, most passengers use the terminal in the span of six hours per day (early morning, noon, and late afternoon).

Figure 1





| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$1,450,872    | \$13,285,463   | \$1,763,784       | \$14,961,700   |
| User Fees/Charges            | 52,596,709     | 51,951,441     | 52,314,250        | 54,490,650     |
| Other                        | 58,288,117     | 65,186,100     | 68,576,466        | 63,083,577     |
| Interfund Transfers          | 27,855,702     | 36,230,384     | 26,411,141        | 44,280,530     |
| TOTAL                        | \$140,191,400  | \$166,653,388  | \$149,065,641     | \$176,816,457  |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$5,902,568    | \$6,272,753    | \$6,159,090       | \$6,532,490    |
| Operating Expenses           | 19,592,947     | 20,567,419     | 19,922,295        | 21,389,082     |
| Capital Outlay               | 6,178,499      | 38,929,962     | 21,036,248        | 40,900,507     |
| Debt Service                 | 16,938,032     | 16,739,350     | 16,739,350        | 16,709,238     |
| Non-Operating                | 27,374,063     | 84,143,904     | 25,936,141        | 91,285,140     |
| TOTAL                        | \$75,986,109   | \$166,653,388  | \$89,793,124      | \$176,816,457  |
| STAFFING                     |                |                |                   |                |
| Positions                    | 131            | 132            | 132               | 133            |
| Full Time Equivalents (FTEs) | 130.85         | 131.85         | 131.75            | 132.75         |

| PERFORMANCE MEASURES            | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|---------------------------------|----------------|--------------|----------------------|----------------|----------------|
| Total passengers                | 5,483,713      | +7.1%        | 5,705,000*           | 5,600,000      | 5,712,000      |
| Landed weight (1,000 lb. units) | 4,548,158      | -9.3%        | n/a                  | 4,700,000      | 4,600,000      |
| Cargo tons                      | 29,869         | +105%        | n/a                  | 29,500         | 30,000         |
| Operating expense per passenger | \$4.56         | +35.6%       | n/a                  | \$4.80         | \$4.90         |
| Operating revenue per passenger | \$8.32         | +2.9%        | \$6.78               | \$8.27         | \$8.13         |

\* Using composite data from 4 similar sized airports

One solution currently utilized by the DOA is a full-time shuttle bus operation. This operation is estimated to cost \$425,000 for FY 1995-96. Remote parking located in the area of the old terminal building is more plentiful and easier to expand than areas near the terminal. If parking demand increases as expected, approximately \$2.5 million will be spent to add remote parking spaces during FY 1996-97. Much of this cost is for demolishing old airport structures which need to be removed whether or not parking is added.

Traffic demands are also affecting other areas. The curbside area immediately in front of the terminal is extremely congested at peak hours. This situation is currently being addressed with construction alternatives to lessen the impact. One alternative is to handle some traffic on the outer roadway by extending baggage conveyors under the roadways to the outer curb. This concept, which is under evaluation, would double our curbside capacity, if feasible.



Due to excessive congestion within the terminal during peak hours, a project is underway which will add two elevators and one escalator at a cost of \$900,000. This should assist passengers in moving around within the terminal.

**Development of the North County General Aviation Airport:** The NCA opened in May 1994. Distinguished as the only Florida general aviation airport constructed in the last ten years, the NCA serves a niche of private aircraft owners in this area of Palm Beach County. The first phase of hangar and office space development easily reached capacity in the first year of operation.

Early FY 1996-97 ushers in phase II with over \$5.5 million in hangar and office development. This construction will add forty T-hangars, eight corporate hangars, a 15,000 sq. foot conventional hangar, and 6,000 feet of office space. Approximately \$775,000 of the construction will be funded by grant revenues. These projects will generate an additional \$400,000/year in revenue for the Department (which will escalate over the years).

**Meeting Business Demands for Service and Facilities:** The global economy is becoming more important each day because of increased business opportunities and competition. Local companies need adequate aviation facilities to compete in this market in order to survive. These demands will be met by developing a foreign trade zone (FTZ) and building an improved air cargo facility. Industry

groups such as communications and computers, aerospace and engineering, and agriculture and food processing can all benefit from these improvements.

**Safety and Security:** Airports everywhere face the possibility of increased threats to passenger safety due to terrorist activities. For a forty-six day period last year, the FAA mandated an increase in the security level due to a "threat environment." The increased security level costs approximately \$3,000 per day. These instances could occur again given changing political and economic conditions. Airports must continue to respond to these conditions to keep passengers and other users safe.

**Funding Proposals and Other Budget Impacts:** In FY 1996-97, the Department plans to spend approximately \$28 million and \$41 million in operating and capital funds, respectively. None of these expenditures require ad valorem funding. All costs are funded by user fees and capital grants.

User fees consist of charges to airlines and airport tenants such as car rental companies and food vendors. Additional revenues from passenger parking and passenger facility charges are also substantial. During FY 1997 the Department will generate \$7.8 million in passenger facility charges to be used for capital improvements. It is estimated that \$14.9 million in federal and state grants for capital improvements will be received during the fiscal year.

**Definition of Program and Services**

To provide, or provide for, all services required by passengers, aircraft operators, tenants, and regulatory agencies including the Federal Aviation Administration and the Florida Department of Transportation.

Primary services include:

- ◆ hangers;
- ◆ parking;
- ◆ security;
- ◆ Fire-Rescue;
- ◆ food;
- ◆ gift shops; and
- ◆ rental cars.

**Program Objectives for FY 1997**

1. Rent all new facilities at North County Airport that are added during FY 1996-97.
2. Maintain 100% compliance with all FAA regulations regarding security, safety, and training.
3. Maintain revenue per passenger at \$8 or more.
4. Maintain crime incidents at PBIA at 35 or less.
5. Obtain designation as a foreign trade zone to encourage businesses to move to Palm Beach County and help retain existing firms.

| PERFORMANCE MEASURES             | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|----------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % of space rented-NCA            | 100%              | n/a             | n/a                     | 100%              | 95%               |
| FAA citations                    | 0                 | 0%              | n/a                     | 0                 | 0                 |
| Crime incidents (non-traffic)    | 33                | -34%*           | n/a                     | 35                | 35                |
| Revenue per passenger            | \$8.32            | +2.9%           | \$6.78                  | \$8.27            | \$8.13            |
| * Trend based on 1994 statistics |                   |                 |                         |                   |                   |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$44,686,840   | \$44,948,441   | \$44,944,250      | \$46,087,650   |
| Other                        | 6,953,814      | 7,658,900      | 6,185,267         | 5,181,041      |
| Interfund Transfers          | 3,386,802      | 7,660,000      | 2,708,100         | 2,637,000      |
| TOTAL                        | \$55,027,456   | \$60,267,341   | \$53,837,617      | \$53,905,691   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$5,902,568    | \$6,272,753    | \$6,159,090       | \$6,532,490    |
| Operating Expenses           | 18,934,364     | 20,567,419     | 19,922,295        | 21,389,082     |
| Non-Operating                | 23,955,761     | 33,427,169     | 23,200,251        | 25,984,119     |
| TOTAL                        | \$48,792,693   | \$60,267,341   | \$49,281,636      | \$53,905,691   |
| STAFFING                     |                |                |                   |                |
| Positions                    | 131            | 132            | 132               | 133            |
| Full Time Equivalents (FTEs) | 130.85         | 131.85         | 131.75            | 132.75         |

### Summary of Key Funding/Service Issues

**Salaries, Security, and Fire-Rescue Costs:** These costs make up approximately 54.5% of total operating costs. These budget categories have been scrutinized and, in some cases cut, over the years in an effort to control costs. However, these cuts have not adversely impacted service to customers. Safety, security, and convenience are key services to deliver to passengers. The bulk of salary costs consist of maintenance and operations personnel who insure that facilities and services perform up to standards. See **Figure 2**.

In an effort to control costs, the Department of Airports has reduced staff over the years. Staff reductions have been a result of either combining jobs or privatizing. Many of the opportunities to combine jobs have been a result of technology advances or eliminating unnecessary job tasks. Before any jobs are privatized, careful review is given to the service impact and job quality. See **Figure 3**.

Figure 2

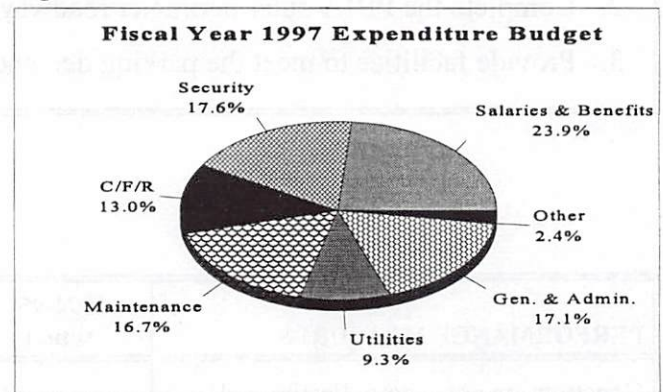
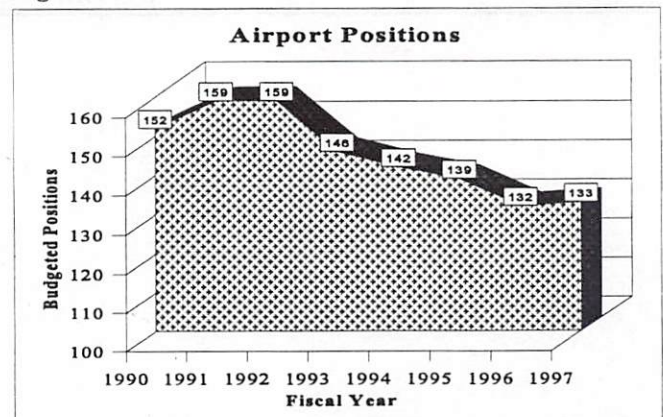


Figure 3



**Definition of Program and Services**

To provide for the purchase and construction of facilities required for the aviation demands of Palm Beach County and the surrounding communities. Primary services include:

- ◆ monitor construction;
- ◆ develop and monitor the capital budget;
- ◆ apply for grants; and
- ◆ pay revenue bond debt service.

**Program Objectives for FY 1997**

1. Complete all phase II construction at North County airport on time and within the estimated construction cost.
2. Complete the PBIA outer perimeter roadway on time and within the estimated construction cost.
3. Provide facilities to meet the parking demands at PBIA.

| PERFORMANCE MEASURES                           | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Construction costs-actual/estimated            | n/a               | n/a             | n/a                     | n/a               | n/a               |
| Grant/Passenger Facility Charge funds received | \$9,391,383       | +123.3%         | n/a                     | \$12,806,000      | \$12,250,390      |



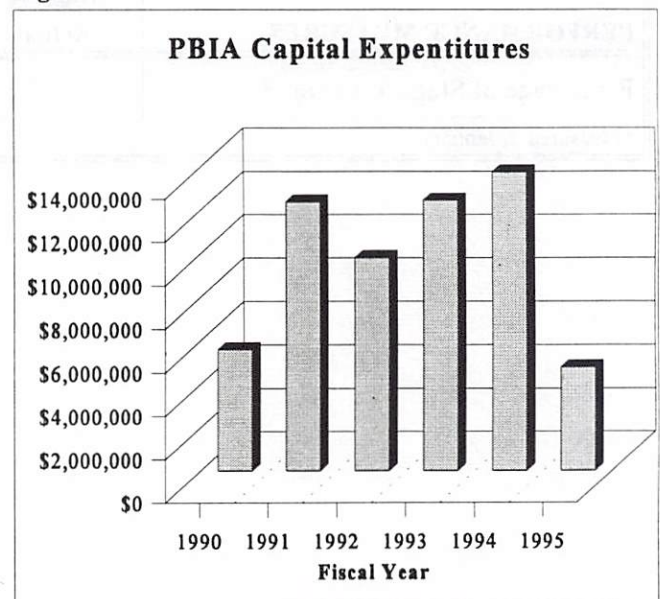
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$766,948      | \$6,406,463    | \$1,450,000       | \$8,252,690    |
| User Fees/Charges            | 7,278,534      | 6,400,000      | 6,700,000         | 7,800,000      |
| Other                        | 49,898,255     | 56,803,361     | 60,900,063        | 56,007,150     |
| Interfund Transfers          | 24,468,900     | 27,520,384     | 22,653,041        | 37,841,230     |
| TOTAL                        | \$82,412,637   | \$97,130,208   | \$91,703,104      | \$109,901,070  |
| APPROPRIATIONS               |                |                |                   |                |
| Operating Expenses           | \$658,583      | -              | -                 | -              |
| Capital Outlay               | 4,761,346      | \$29,689,346   | \$19,386,714      | \$28,234,671   |
| Debt Service                 | 16,938,032     | 16,739,350     | 16,739,350        | 16,709,238     |
| Non-Operating                | 3,418,302      | 50,701,512     | 2,735,890         | 64,957,161     |
| TOTAL                        | \$25,776,263   | \$97,130,208   | \$38,861,954      | \$109,901,070  |
| STAFFING                     |                |                |                   |                |
| Positions                    | -              | -              | -                 | -              |
| Full Time Equivalents (FTEs) | -              | -              | -                 | -              |

### Summary of Key Funding/Service Issues

#### Phase II Construction at North County Airport:

Beginning in late FY 1995-96 construction began to add hangar facilities at the North County Airport. This construction will cost approximately \$5.5 million. Currently there are 40 T-hangars, one conventional hangar (15,000 sq. feet), and 3,000 sq. feet of office space. Phase II will add 40 T-hangars, another conventional hangar (15,000 sq. feet), 8 corporate hangars (28,800 sq. feet), and an additional 6,000 sq. feet of office space. Upon completion and occupancy, these projects will produce an additional \$400,000/year of revenue for the County. The rent on these facilities will be escalated periodically. See Figure 4.

Figure 4



**Definition of Program and Services**

To provide for projects and services which reduce the impact of aircraft noise on neighborhoods.

**Program Objectives for FY 1997**

1. Implement a fully operational and integrated noise and aircraft operation monitoring system.
2. Minimize the noise impacts on surrounding neighbors.
3. Maintain the usage of stage 3 aircraft at a minimum of 80%.
4. Complete the buyout of 52 properties and soundproofing of 34 homes.

| PERFORMANCE MEASURES            | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Percentage of Stage 3 Aircraft* | 80%               | +33.3%          | n/a                     | 80%               | 80%               |
| *Measured in January            |                   |                 |                         |                   |                   |



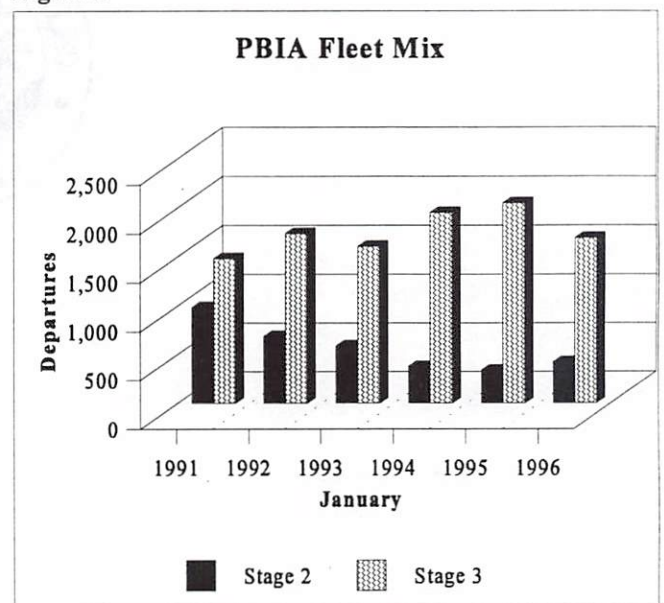
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$683,924      | \$6,879,000    | \$313,784         | \$6,709,010    |
| User Fees/Charges            | 631,335        | 603,000        | 670,000           | 603,000        |
| Other                        | 1,436,048      | 723,839        | 1,491,136         | 1,895,386      |
| Interfund Transfers          | -              | 1,050,000      | 1,050,000         | 3,802,300      |
| TOTAL                        | \$2,751,307    | \$9,255,839    | \$3,524,920       | \$13,009,696   |
| APPROPRIATIONS               |                |                |                   |                |
| Capital Outlay               | \$1,417,153    | \$9,240,616    | \$1,649,534       | \$12,665,836   |
| Non-Operating                | -              | 15,223         | -                 | 343,860        |
| TOTAL                        | \$1,417,153    | \$9,255,839    | \$1,649,534       | \$13,009,696   |
| STAFFING                     |                |                |                   |                |
| Positions                    | -              | -              | -                 | -              |
| Full Time Equivalents (FTEs) | -              | -              | -                 | -              |

### Summary of Key Funding/Service Issues

**Soundproofing and Buyout Projects:** During FY 1996-97, projects will be initiated which will encompass the purchase of approximately 52 properties to the west of PBIA and the soundproofing of 34 homes in the surrounding areas. These projects will cost approximately \$6.772 million. Of this total, approximately \$6.514 in Federal and State grants and Passenger Facility Charges will be utilized.

**Environmental Operating Fees:** Environmental operating fees are assessed for airlines using PBIA. These fees serve two purposes: inducement for the airlines to use quieter stage 3 aircraft and fund noise abatement projects (see Figure 5). For FY 1996-97, approximately \$600,000 is budgeted in environmental operating fee revenue.

Figure 5







# Community Services

Financially  
Assisted  
Agencies

Head Start &  
Children's  
Services

Community  
Action  
Program

Human  
Services

Migrant  
Programs

Child Services

Individual & Family  
Services

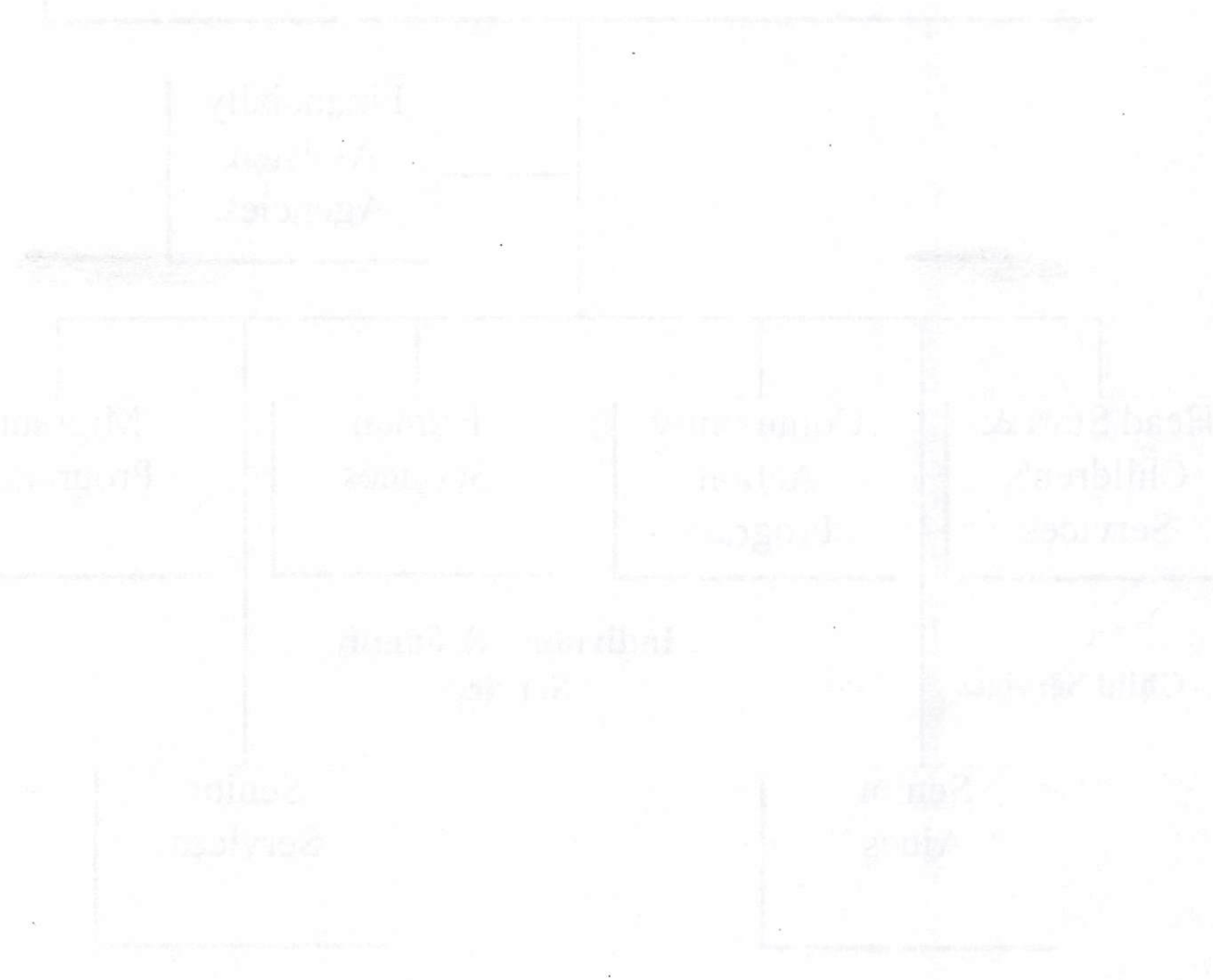
Senior  
Aides

Senior  
Services

Senior Services

391 Positions

# Community Services

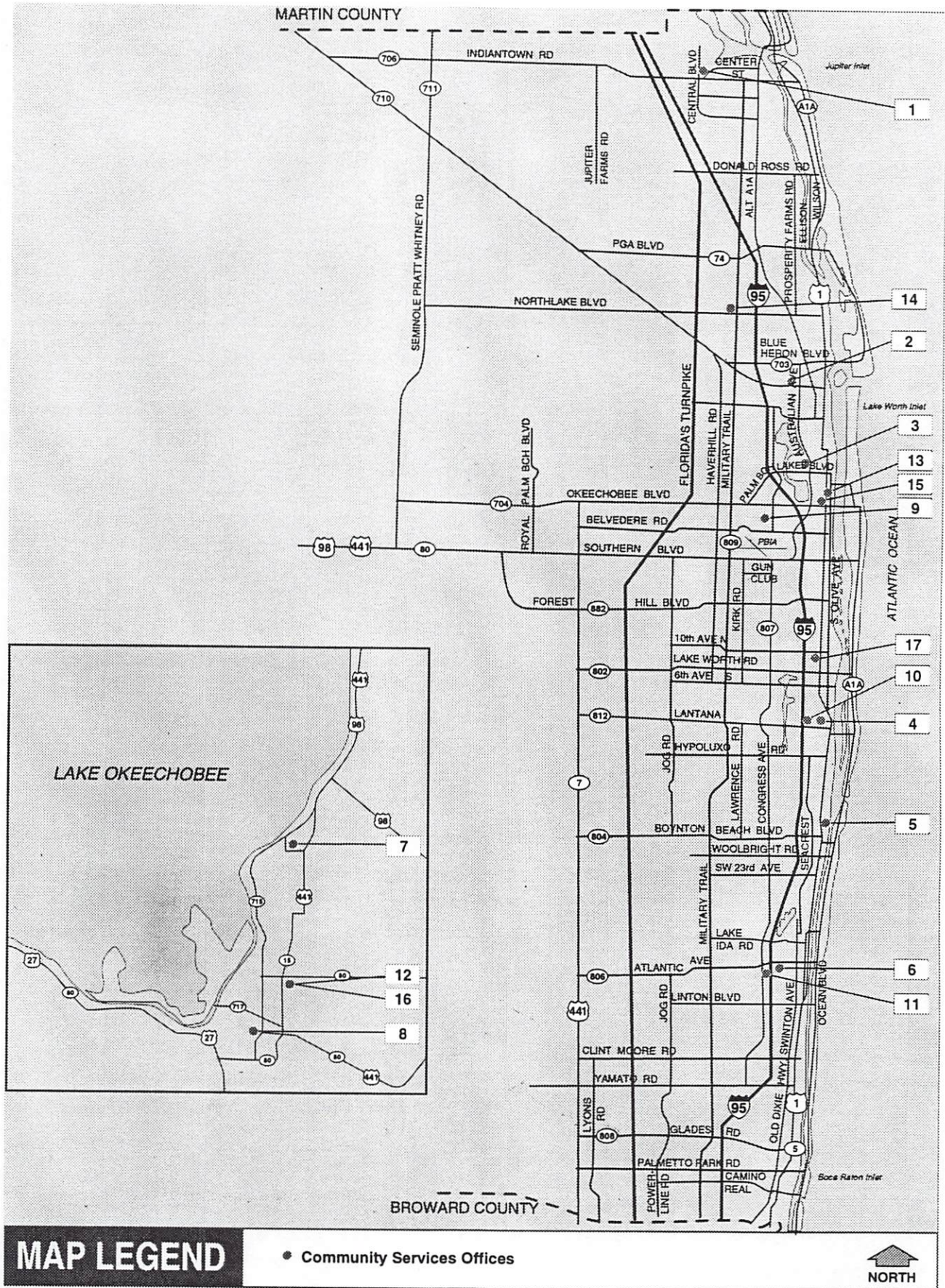


Community Services

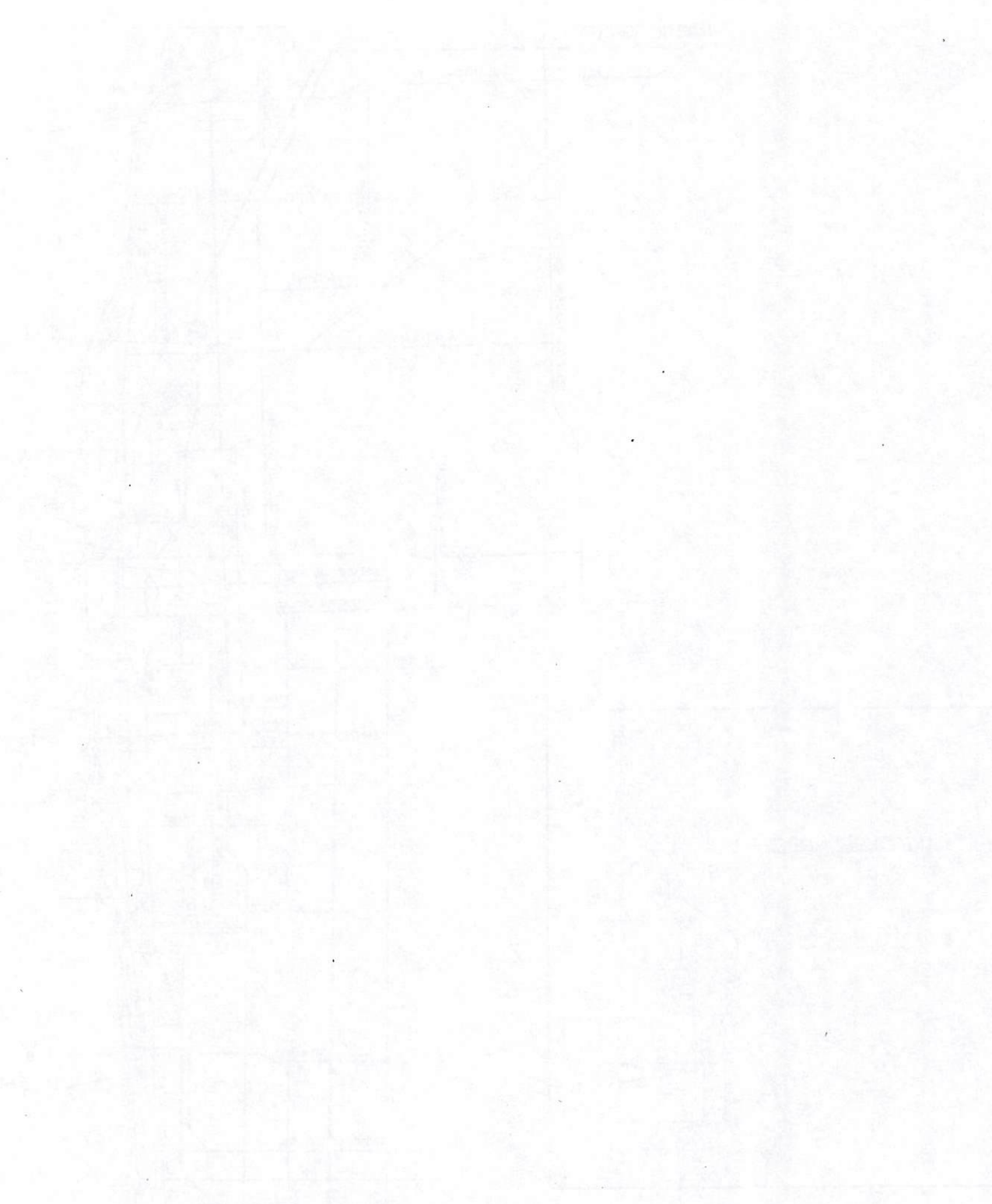




# Board of County Commissioners Community Services Offices









## Community Services Facilities

### **Map Reference**

|            |  |
|------------|--|
| 1-8        | Community Action Target Area Centers   |
| 1-9        | Headstart and Children's Services Target Area Centers                                |
| 1, 2, 9-13 | Human Services Offices   |
| 14-17      | Senior Services Offices  |
| 14, 16, 17 | Senior Citizens Centers  |
| 15         | Housing and Finance Authority<br>Migrant Program<br>Senior Aides<br>Veterans Affairs |

1. The first part of the report is a general introduction to the subject.

2. The second part is a detailed description of the methods used in the study.

3. The third part is a discussion of the results of the study.

4. The fourth part is a conclusion and a list of references.

5. The fifth part is a list of figures and tables.

6. The sixth part is a list of abbreviations and symbols.

7. The seventh part is a list of acknowledgments.

8. The eighth part is a list of appendices.

9. The ninth part is a list of footnotes.

10. The tenth part is a list of references.



### Mission

To enhance and improve the health, welfare and quality of life in Palm Beach County by investing in the potentials of families and individuals in need.

### Summary of Services/Facilities

The Department of Community Services provides administrative supervision for programs that provide services to Palm Beach County residents in need. In pursuit of our mission, the Department provides an array of services. Migrant workers are provided with the necessary skills to find employment year-round. Emergency support is obtained for clients in need of temporary room and board. Senior citizens receive vital services, such as personal care, congregate meals, home-delivered meals and transportation. Preschoolers develop their learning abilities, while children requiring special care receive appropriate therapies. Veterans and their widows or dependents receive assistance in securing compensation, pensions and on-the-job

training. Part-time employment is obtained for qualified men and women aged 55 years or older. Case management is provided as a key service to assist residents in achieving and maintaining independent living. The full spectrum of social services are provided at the neighborhood level. The Department is also responsible for monitoring and administering funding awarded to financially assisted agencies.

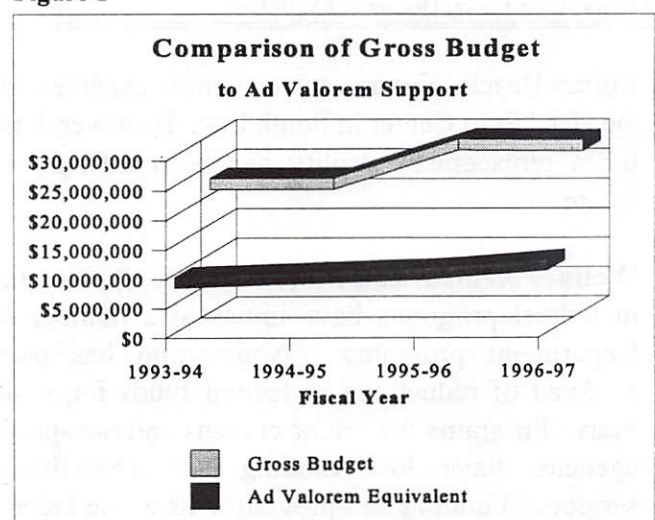
Clients are able to access direct services at over seventeen locations with sites in North, South, Central and Western Palm Beach County. Additionally, home services are provided when there is a need.

### Trends and Issues

**Increases in Ad Valorem Support:** Figure 1 shows that while the gross budget is assumed at current federal and state funding levels, the ad valorem support required to maintain levels of service continues to steadily increase. The funding totals have been adjusted to exclude the County Home and medicaid match which were transferred to the Palm Beach County Health Care Taxing District in FY 1995-96. The sharp incline in gross budget from FY 1994-95 to FY 1995-96 is due to a substantial increase in Ryan White funding. These funds increase the gross budget but do not impact the tax base as they are fully grant supported.

**New Facility Capital Improvements:** During the next and succeeding fiscal years, the Department plans to complete a new Head Start/Human Services complex at 1440 Martin Luther King Boulevard,

Figure 1



Riviera Beach. Plans are also underway to secure new modular buildings for the Head Start Center in



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | \$13,715,307      | \$17,647,899      | \$15,999,692         | \$16,055,534      |
| User Fees/Charges               | 5,525,139         | 245,330           | 225,996              | 252,080           |
| Other                           | 870,742           | 302,232           | 364,549              | 328,163           |
| Interfund Transfers             | 34,401            | 19,462            | 62,000               | 132,000           |
| TOTAL                           | \$20,145,589      | \$18,214,923      | \$16,652,237         | \$16,767,777      |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$14,860,014      | \$13,265,118      | \$12,442,428         | \$13,632,038      |
| Operating Expenses              | 20,941,426        | 14,450,660        | 13,326,260           | 14,062,406        |
| Capital Outlay                  | 292,205           | 287,010           | 556,456              | 519,960           |
| Debt Service                    | -                 | -                 | 3,580                | 8,593             |
| Non-Operating                   | 34,401            | 219,462           | 30,000               | 30,000            |
| TOTAL                           | \$36,128,046      | \$28,222,250      | \$26,358,724         | \$28,252,997      |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 652               | 371               | 387                  | 391               |
| Full Time Equivalents (FTEs)    | 640.60            | 362.50            | 369.00               | 371.00            |

| PERFORMANCE MEASURES                            | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Ad valorem expenditures per capita              | \$9.96            | n/a             | n/a                     | \$10.23           | \$11.56           |
| Ad valorem support as a percent of gross budget | 42.6%             | n/a             | n/a                     | 35.3%             | 40.5%             |

Figures have been adjusted to exclude the County Home and General Care Facility and medicaid match transferred to the Palm Beach County Health Care Taxing District in FY 1995-96.

Delray Beach. Future replacement is expected for the Head Start Center in South Bay. However, land for a replacement facility has been difficult to locate.

**Welfare Reform and Block Grants:** Reductions in federal programs have impacted a number of Department programs. Notification has been received of reductions in federal funds for Head Start. Programs for senior citizens and non-profit agencies have lost funding for rehabilitative services. Funding and program cuts at the federal level directly relate to the departmental programs

for children, individuals and families and older adults. A secondary effect is the increased demand for services for individuals who previously were served by federal or state entities. Departmentwide funding proposals are based on the assumption of continued FY 1995-96 resources.

**Automation:** The Department is in the process of replacing its outdated computer system. During FY 1995-96, funds were appropriated to upgrade the computer systems which should be operational in FY 1996-97.



**Significant Changes From Prior Year**

The following additional funding is included in the Department's FY 1996-97 budget:

- One full-time coordinator and four part-time educators for the "HIPPO" home program for early child intervention in the Glades area. **Fiscal Impact: \$82,064**
- Playground equipment and resurfacing at various Head Start Centers. **Fiscal Impact: \$74,687**
- Expansion of Human Services case management to meet increased demand. **Fiscal Impact: \$100,000**
- Purchase of computer equipment for Senior Services program. **Fiscal Impact: \$81,408**

**Definition of Program and Services**

Programs for children provide comprehensive child and family development services for the economically disadvantaged and those with special needs. Primary services include:

- ◆ health services including medical, dental, immunizations, mental health, vision, hearing, developmental assessments, treatments, and therapies;
- ◆ nutrition services including a supplemental program providing  $\frac{1}{2}$  to  $\frac{2}{3}$  of the USDA requirements, to include assessment of nutritional status, developing year round counseling and special diets;
- ◆ social services assisting the economically disadvantaged improve the quality of their family lives;
- ◆ training and technical assistance for staff, parents and volunteers;
- ◆ individualized early childhood education responsive to the needs of diverse ethnic and cultural groups; and
- ◆ full summer day camp tuition for children of families with incomes below 125% of Federal Poverty Guidelines.

**Program Objectives for FY 1997**

1. Provide all identified health services needed to at least 95% of total enrollment by the end of the program year.
2. Achieve at least 10% of total Head Start enrollment as children with disabilities.
3. Increase the number of meals (breakfast, lunch, snack) served by 5%.
4. Increase the number of centers with National Association for the Education of Young Children (NAEYC) accreditation to 16 (100%).
5. Increase by 25% the total number of camp scholarships awarded, through increased private support and in-kind donations.

| PERFORMANCE MEASURES                        | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Head Start enrollment                       |                   |                 |                         |                   |                   |
| children receiving complete health services | 1,255             | n/a             | n/a                     | 1,255             | 1,255             |
| children with disabilities                  | 77                | n/a             | n/a                     | 125               | 130               |
| Meals (Head Start & Summer Lunch)           | 553,783           | n/a             | n/a                     | 580,259           | 616,585           |
| NAEYC accreditation                         | 4                 | n/a             | n/a                     | 11                | 16                |
| Camp Scholarships                           |                   |                 |                         |                   |                   |
| children awarded                            | 302               | n/a             | n/a                     | 625               | 781               |
| private donations as % of award             | 24%               | n/a             | n/a                     | 54%               | 60%               |

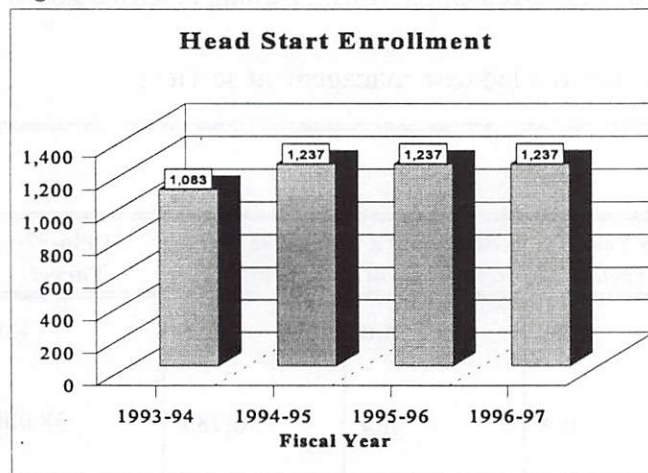


| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$5,793,033    | \$5,834,740    | \$5,827,053       | \$5,728,447    |
| Other                        | 23,743         | -              | 52,549            | 41,032         |
| TOTAL                        | \$5,816,776    | \$5,834,740    | \$5,879,602       | \$5,769,479    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$4,408,997    | \$5,337,629    | \$5,042,677       | \$5,585,370    |
| Operating Expenses           | 3,403,981      | 3,826,258      | 3,908,062         | 4,269,484      |
| Capital Outlay               | 69,321         | 121,215        | 385,992           | 231,273        |
| Debt Service                 | -              | -              | 1,718             | 4,125          |
| Non-Operating                | -              | 200,000        | -                 | -              |
| TOTAL                        | \$7,882,299    | \$9,485,102    | \$9,338,449       | \$10,090,252   |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 175.50         | 175.50         | 179.50            | 181.50         |

### Summary of Key Funding/Service Issues

**Head Start Enrollment Remains Constant:** Figure 2 indicates an enrollment increase in FY 1994-95. This was due to federal expansion funding. Since that time, there have been no further expansion increases and none are expected for FY 1996-97.

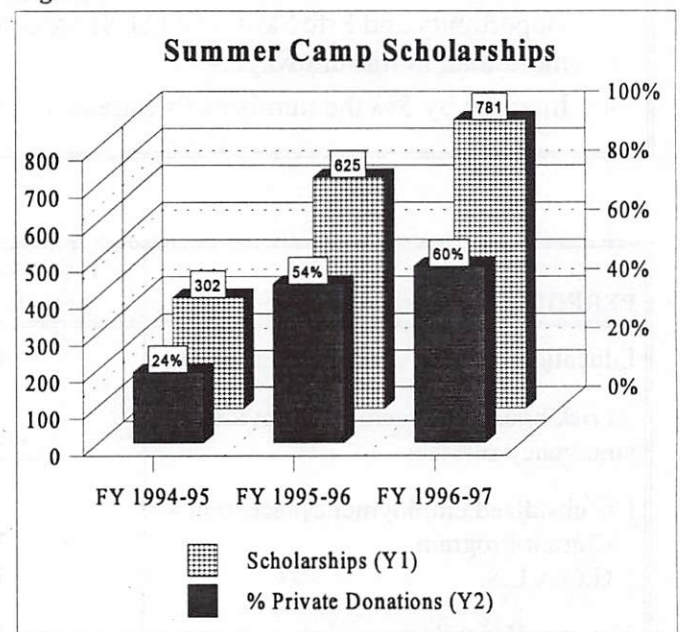
Figure 2



**Private Support Enables Summer Camp Scholarships to Expand:** Generating increased private support and in-kind donations enables the program to serve more children while

simultaneously increasing private donations as a percent of camp scholarship dollars. As Figure 3 illustrates, the number of scholarships awarded in FY 1995-96 increased by 107% over FY 1994-95 as a direct result of increased donations.

Figure 3





**Definition of Program and Services**

Programs for individuals and families provide a variety of services that assist individuals and families in maintaining basic living needs, improving quality of life and achieving economic independence. Primary services include:

- ◆ outreach services to neighborhoods and communities to provide information about service access;
- ◆ education services to assist in achieving a General Equivalency Diploma (GED), Adult Basic Education (ABE) labs, English for Speakers of Other Languages (ESOL) labs and Consumer Education;
- ◆ emergency services to provide emergency shelter placement, payment of delinquent rent/mortgage or utility bills, issuance of food vouchers and transportation assistance;
- ◆ job training;
- ◆ case management encompassing assessment, service planning, counseling and advocacy support for goal realization; and
- ◆ administer and monitor grant compliance for Ryan White funding.

**Program Objectives for FY 1997**

1. Place 150 applicants into education programs as a prerequisite to job training and employment.
2. Prevent homelessness by provision of emergency services to 38,000 household members.
3. Place 65% of individuals who have completed job training through the Migrant and Growth Opportunity and Life Skills (GOALS) programs into unsubsidized employment, earning at least \$1.00 more than minimum wage.
4. Increase by 5% the number of veterans and dependents provided case management services.

| PERFORMANCE MEASURES                                  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Education/training enrollment/migrant                 | 147               | n/a             | n/a                     | 153               | 150               |
| At risk household members provided emergency services | 33,825            | n/a             | n/a                     | 38,783            | 38,000            |
| Unsubsidized employment/placement - Migrant Program   | 70                | n/a             | n/a                     | 77                | 63                |
| G.O.A.L.S.  | 34                | n/a             | n/a                     | 39                | 40                |
| Veterans/dependents served                            | 5,230             | n/a             | n/a                     | 6,054             | 6,360             |



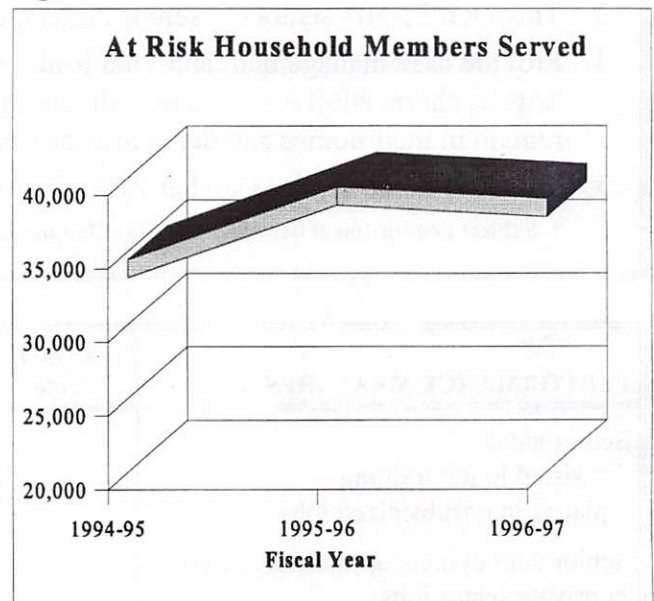
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$3,033,609    | \$6,691,494    | \$5,116,565       | \$4,437,158    |
| User Fees/Charges            | 5,392,882      | 75,000         | 97,000            | 75,000         |
| Other                        | 340,706        | -              | 10,196            | -              |
| Interfund Transfers          | -              | -              | 32,000            | -              |
| TOTAL                        | \$8,767,197    | \$6,766,494    | \$5,255,761       | \$4,512,158    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$6,466,246    | \$3,610,402    | \$3,442,376       | \$3,673,384    |
| Operating Expenses           | 14,623,035     | 7,437,078      | 5,981,383         | 5,429,786      |
| Capital Outlay               | 200,706        | 90,711         | 96,681            | 115,107        |
| Debt Service                 | -              | -              | 895               | 2,148          |
| TOTAL                        | \$21,289,987   | \$11,138,191   | \$9,521,335       | \$9,220,425    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 368.35         | 90.25          | 90.25             | 90.25          |

### Summary of Key Funding/Service Issues

**Uncertainty of Federal Funding:** Decreases in the federal budget are expected to have a negative impact on the ability of the Department to deliver the same level of service as in previous years. While demand for services is expected to increase in all areas, the Department plans to respond by making the most effective use of limited resources. Still, as can be noted in **Figure 4**, identified federal and state cuts will reduce the number of at risk household members served.

**Requests for Services Growing:** Requests for case management services have increased due to the new Veterans Medical Center and its ability to draw veterans to this area. This situation is further impacted by federal funding shortfalls which recently resulted in the termination of medical benefits to 2,500 veterans. Additional demands for case management are expected as a crucial response to welfare reform and the need to assist individuals develop independent living skills.

Figure 4



**Definition of Program and Services**

Programs for seniors provide for a range of services to achieve and maintain independence and improve the quality of life for seniors. Primary services include:

- ◆ employment and training of seniors in unsubsidized jobs;
- ◆ recreational and educational activities at senior centers;
- ◆ nutritional meals in congregate settings or home delivered;
- ◆ transportation to senior centers, congregate meal sites, medical appointments and grocery shopping;
- ◆ in-home health and independent living assistance; and
- ◆ case management for seniors who need assistance with daily living activities.

**Program Objectives for FY 1997**

1. Assist 150 senior aides in job training, and place a total of 317 senior aides and senior employment applicants in unsubsidized jobs.
2. Address the nutritional needs of 5,350\* seniors through the provision of congregate and home-delivered meals.
3. Transport 2,750\* seniors to senior centers, congregate meal sites and medical appointments.
4. Provide case management and vital health maintenance services, such as homemaker, personal care, respite, chore, adult day care, and stipends to 1,800 frail seniors and their caregivers to allow them to remain in their homes and delay or avoid institutional placement.
5. Target in-home services so that 73% of clients receiving these services are age 80 or above.

\* Subject to adjustment dependent on grant funding available for FY 1996-97

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Senior aides  |                   |                 |                         |                   |                   |
| assisted in job training                                      | 177               | n/a             | n/a                     | 167*              | 150*              |
| placed in unsubsidized jobs                                   | 15                | n/a             | n/a                     | 22*               | 17*               |
| Senior employment applicants placed<br>in private sector jobs | 177               | n/a             | n/a                     | 285*              | 300*              |
| % clients age 80+ served in-home                              | n/a               | n/a             | n/a                     | n/a               | 73%               |
| Hours of case management                                      | 26,984            | n/a             | n/a                     | 28,481*           | 33,285*           |
| Meals provided  | 650,083           | n/a             | n/a                     | 646,636*          | 646,636*          |
| One-way trips   | 118,563           | n/a             | n/a                     | 114,000*          | 114,000*          |
| Hours of in-home services                                     | 80,535            | n/a             | n/a                     | 112,233*          | 123,085*          |

\* subject to adjustment dependent on grant funding available



| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| Grants                       | \$4,888,665       | \$5,121,665       | \$5,056,074          | \$5,889,929       |
| User Fees/Charges            | 132,257           | 170,330           | 128,996              | 177,080           |
| Other                        | 506,293           | 302,232           | 301,804              | 287,131           |
| Interfund Transfers          | 34,401            | 19,462            | 30,000               | 132,000           |
| TOTAL                        | \$5,561,616       | \$5,613,689       | \$5,516,874          | \$6,486,140       |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$3,984,771       | \$4,317,087       | \$3,957,375          | \$4,373,284       |
| Operating Expenses           | 2,914,410         | 3,187,324         | 3,436,815            | 4,363,136         |
| Capital Outlay               | 22,178            | 75,084            | 73,783               | 173,580           |
| Debt Service                 | -                 | -                 | 967                  | 2,320             |
| Non-Operating                | 34,401            | 19,462            | 30,000               | 30,000            |
| TOTAL                        | \$6,955,760       | \$7,598,957       | \$7,498,940          | \$8,942,320       |
| STAFFING                     |                   |                   |                      |                   |
| Full Time Equivalents (FTEs) | 96.75             | 96.75             | 99.25                | 99.25             |

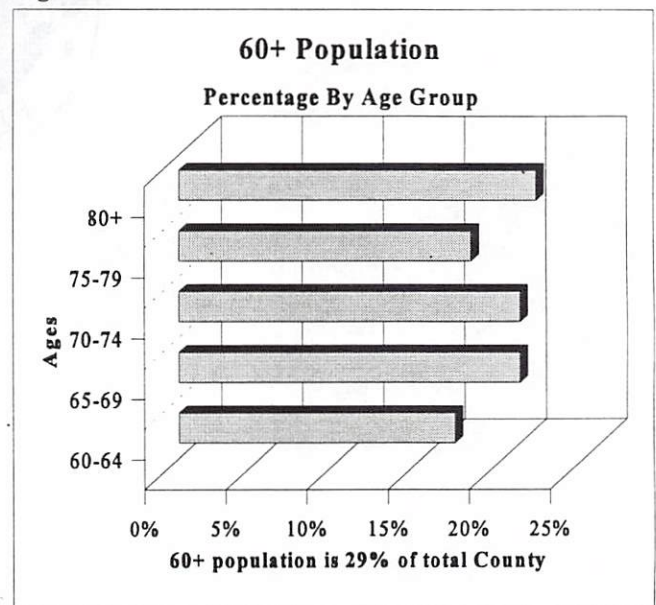
### Summary of Key Funding/Service Issues

#### Federal Reductions Cause Services to Decrease:

In Palm Beach County 284,213 residents are over the age of 60. Demographic trends indicate that the elderly population, particularly those over the age of 80, will continue to increase. Although the Division of Senior Services receives federal Older American's Act funding which augments state and County dollars in providing services to seniors, the Division of Senior Services' Older American's Act funding was reduced in 1996. This reduction has resulted in 570 fewer clients receiving meals in 1996, and eliminates 16,080 hours of disease prevention and health promotion for seniors.

**Senior Population Illustrates Needs:** Figure 5 shows that persons over the age of 80 represent the largest segment of the total senior population in the County. Demographic studies indicate that seniors age 80 or older will increase as a percentage of the over 60 segment in the years to come. It is anticipated that these frail seniors will need greater levels of service than previously provided. New

Figure 5

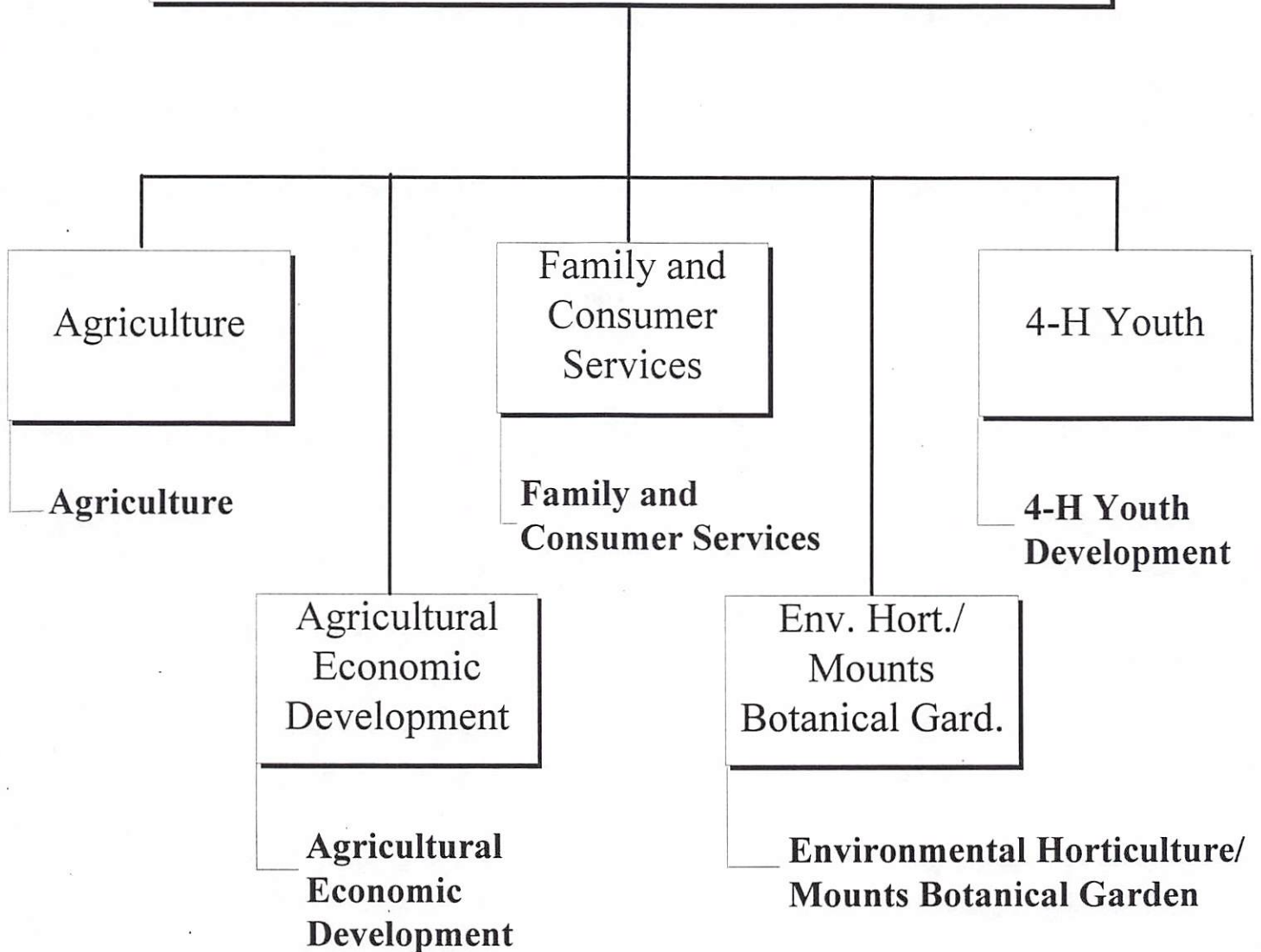


programs such as Home Care for the Elderly and increased Medicaid waiver funds will enable the Division to address the increasing needs of frail seniors in a variety of ways.





# County Cooperative Extension Service



34 Positions





### Mission

To deliver research based knowledge developed by the University of Florida in agriculture, human, and natural resources to agencies, organizations, and individuals to sustain and enhance the quality and economic aspects of human life.

### Summary of Services/Facilities

Cooperative Extension Service, in partnership with the University of Florida and the Palm Beach County Board of County Commissioners, provides the conduit for delivering education and information to County residents in a unique nonduplicative manner.

The University of Florida serves as an up-to-date scientific research source. Access to the University provided by the Cooperative Extension Service resulted in clientele benefits through 321,000 direct contacts in FY 1994-95 and wide dissemination of information through the media. A diverse clientele from youth to senior adults was reached.

Individuals are served through classes, outreach into the community and contact. Others are served through group instruction, demonstration projects, publications, computer programs and the media. Services range from individual consultations, group problem solving, and solution applications.

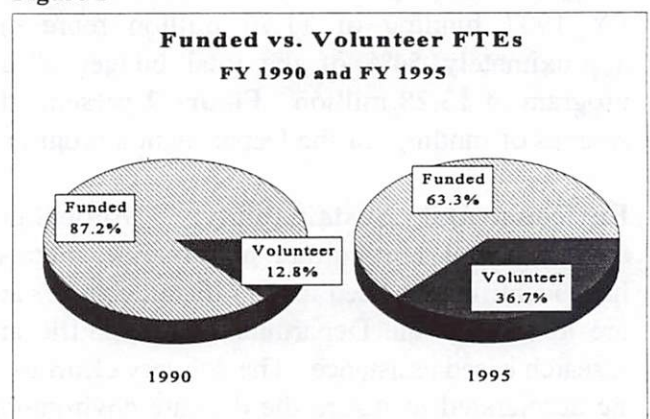
Access to these services is provided at West Palm Beach, Belle Glade and Delray Beach sites. Delivery of services is through professional, support and volunteer staff.

### Trends and Issues

**Staffing Needs:** Family, environmental and economic issues have become items of major importance to the general population served. Program resources have been redirected to provide solutions to the identified problems associated with these issues. The research and databases to address these issues are generally available, but the demand outpaces available human resources. Prioritization of these issues and allocation of resources are done through the input of established advisory committees. Volunteer utilization has increased program delivery since 1990 as shown in **Figure 1**.

**Agricultural Economic Development:** The County Commissioners have identified a need to provide assistance to stabilize, enhance and diversify this \$2 billion County industry. Needs have been identified in regulatory, marketing and

Figure 1



agri-tourism. Steps are being taken to provide solutions to problems and expand opportunities. It may be necessary to provide ongoing assistance by providing permanent staff consisting of a professional and one support staff.



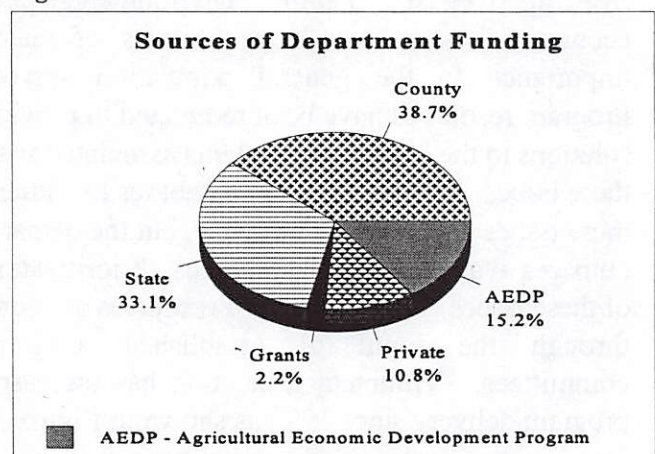
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | -              | -              | \$14,476          | -              |
| User Fees/Charges            | \$19,168       | \$26,168       | 16,755            | \$21,238       |
| Other                        | 690            | 1,000          | 750               | 800            |
| TOTAL                        | \$19,858       | \$27,168       | \$31,981          | \$22,038       |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,015,417    | \$1,136,128    | \$1,158,923       | \$1,270,286    |
| Operating Expenses           | 211,052        | 649,075        | 320,175           | 445,027        |
| Capital Outlay               | 13,444         | 40,757         | 40,458            | 45,400         |
| TOTAL                        | \$1,239,913    | \$1,825,960    | \$1,519,556       | \$1,760,713    |
| STAFFING                     |                |                |                   |                |
| Positions                    | 33             | 33             | 34                | 34             |
| Full Time Equivalents (FTEs) | 32.50          | 32.50          | 33.50             | 33.50          |

| PERFORMANCE MEASURES                  | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|---------------------------------------|----------------|--------------|----------------------|----------------|----------------|
| Educational experiences/consultations | 18,867         | +23%         | n/a                  | 18,500         | 19,100         |
| Contacts                              | 321,536        | +20%         | n/a                  | 320,000        | 320,000        |
| Volunteer hours coordinated           | 36,904         | +201%        | n/a                  | 37,000         | 37,500         |
| Educational programs provided         | 2,324          | +14%         | n/a                  | 2,300          | 2,400          |

**Program Funding Sources:** Palm Beach County's FY 1997 funding of \$1.76 million represents approximately 54% of the total budget of the program of \$3.28 million. **Figure 2** presents the sources of funding for the Department's programs.

**Environmental Sustainability:** Agriculture, environmental horticulture and marine interests have identified the need for significant changes and are looking to the Department for scientific and research based assistance. The delivery effort must be accelerated to insure the delicate environment encompassed within the County is protected while maintaining the agricultural, horticultural and marine industries that provide economic activity and employment. A new program, Florida Yards and Neighborhoods is being implemented through grant funds to address problems created by improper

Figure 2



landscape practices on the Indian River Lagoon National estuary. If successful, and if funding is secured, it could be extended to the Lake Worth lagoon.



**Significant Changes From Prior Year****Family Nutrition and Financial Management:**

The Family and Consumer Science Program will receive \$250,000 in grant funds from the USDA to educate food stamp recipients in nutrition and financial management to maximize the use of food stamps. There are presently 76,000 food stamp recipients in the county and many more that are eligible. This is a collaborative effort with other community organizations that will work at churches

and other congregate meal sites. The money comes directly from the University of Florida and funds ten positions.

**Mounts Botanical Garden:** As The Mounts Botanical Garden moves forward with the master plan, more money is being budgeted for operation and maintenance of the facility. The increase over FY 1996 is \$11,544.

**Definition of Program and Services**

To provide timely, accurate and useful research-based information to the agricultural business industry regardless of size, ethnicity, or type of crop grown. Primary services include:

- ◆ provide crop production and agricultural safety information to clientele via educational programs, telephone, FAX, office visits, field consultations and newsletters;
- ◆ provide diagnostic and remedial recommendations for agricultural and horticultural problems;
- ◆ provide growers solutions for identified problems utilizing seminars, workshops and field days;
- ◆ maintain economic databases on crop production for use by clientele;
- ◆ teach pesticide and worker protection safety for 13 categories of pesticide applicators;
- ◆ function as the interface between the University of Florida and the clientele for the smooth transfer of current and updated information;
- ◆ provide marketing of local agricultural products by providing technical assistance to the Agricultural Economic Development Program; and
- ◆ provide a forum for new and environmentally sensitive production practices.

**Program Objectives for FY 1997**

1. Increase by 10% the number of licensed pesticide applicators utilizing Continuing Education Units (CEUs) in lieu of re-testing to renew their licenses.
2. Increase the number of growers applying fertilizer Best Management Practices (BMP) by 8%.
3. Increase by 5% participation in demonstration trails and field days by agribusiness representatives.
4. Reduce the number of Worker Protection Standard (WPS) violations reported in the County by 9%.
5. Increase by 10% the number of persons passing the pesticide safety training test on the first try.

| PERFORMANCE MEASURES                                     | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % increase in growers applying BMPs                      | n/a               | n/a             | n/a                     | n/a               | 8%                |
| Growers adopting new cultural practice                   | n/a               | n/a             | n/a                     | n/a               | 10%               |
| Agricultural workers receiving pesticide safety training | n/a               | n/a             | n/a                     | 450               | 525               |
| % reduction in WPS violations                            | n/a               | n/a             | n/a                     | n/a               | 9%                |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$226,554         | \$269,588         | \$221,657            | \$290,588         |
| Operating Expenses              | 37,232            | 53,834            | 47,945               | 62,765            |
| Capital Outlay                  | 625               | 13,563            | 9,197                | 14,400            |
| TOTAL                           | \$264,411         | \$336,985         | \$278,799            | \$367,753         |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 8                 | 8                 | 9                    | 9                 |
| Full Time Equivalents (FTEs)    | 8.00              | 8.00              | 9.00                 | 9.00              |

### Summary of Key Funding/Service Issues

**Land Use:** Land is being taken out of production in the coastal area due to development. In the Everglades Agricultural Area (EAA), 40,000 acres are being lost due to the storm water treatment areas being developed. The production per acre will continue to increase due to improved technology. However, it will take some time before production will be recovered due to the loss of this land and probably will never be fully regained. It is anticipated that approximately 2-3% of the 1995 acreage will be lost each year.

**Impact of Import Markets:** The full impact on local producers from the importation of produce into the U.S. is unknown. It is of such importance that attention must be given to it at the state and national level. If major changes aren't made to help local producers, the face of agriculture in Palm Beach County could change significantly over the next five years.

**Definition of Program and Services**

To increase the economic viability of Palm Beach County's agricultural and equine industries, and promote job creation and growth through interdisciplinary activities. Primary services include:

- ◆ increase the agricultural uses of land and other resources;
- ◆ develop and maintain producer directories;
- ◆ identify and develop new markets and products;
- ◆ develop identification and marketing programs for Palm Beach County products; and
- ◆ promote research on agricultural products.

**Program Objectives for FY 1997**

1. Assist 45 producers in identifying, reaching, and developing the best markets for their products, leading to local, state, regional, national, and international sales.
2. Provide technical marketing, and general business assistance to 10 producers.
3. Provide product development assistance to 12 entities.
4. Create a Palm Beach County Agricultural logo promotion to assist producers in the marketing of their products.

| PERFORMANCE MEASURES                    | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Product development assistance projects | n/a               | n/a             | n/a                     | 10                | 12                |
| Product marketing assistance projects   | n/a               | n/a             | n/a                     | 21                | 48                |
| General business assistance projects    | n/a               | n/a             | n/a                     | 9                 | 12                |



| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$34,365          | -                 | \$88,810             | \$89,522          |
| Operating Expenses           | 23,836            | \$397,281         | 96,820               | 160,660           |
| Capital Outlay               | 5,986             | -                 | -                    | -                 |
| TOTAL                        | \$64,187          | \$397,281         | \$185,630            | \$250,182         |
| STAFFING                     |                   |                   |                      |                   |
| Positions                    | 2                 | 2                 | 2                    | 2                 |
| Full Time Equivalents (FTEs) | 2.00              | 2.00              | 2.00                 | 2.00              |

### Summary of Key Funding/Service Issues

**Federal Programs:** Farmers will receive smaller income support payments from government programming. In return, greater flexibility will be gained in crop selection and management decisions while assuming greater responsibility for price, yield risks, and marketing.

**Greater World Markets:** Trade will continue to increase, providing more international marketing opportunities. Increased competition in local domestic and foreign markets will be a factor.

**Increased Industrialization:** All growers are seeking greater efficiency and lower risks in providing the products requested by today's consumers. An awareness of and openness to special contracts, joint ventures, new credit arrangements, and other innovative processes to business must be maintained.

**New Technologies:** Ag and food technology are becoming more complex and difficult to use effectively and profitably. There are increasing concerns about who will have access to the new technology and its impact.

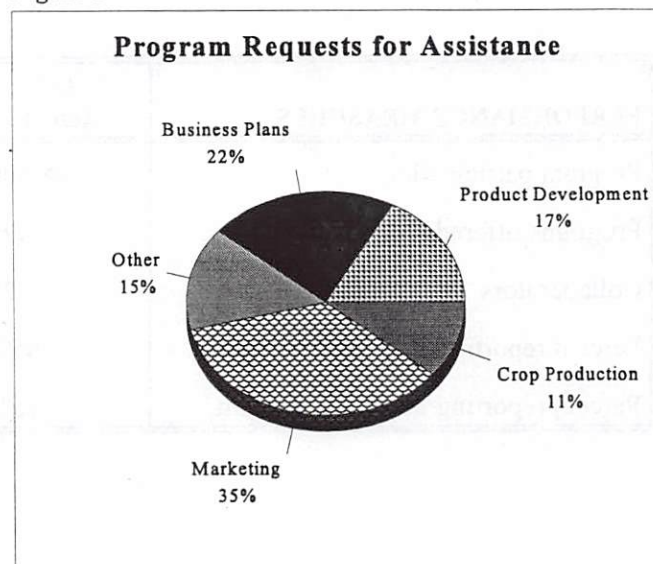
**Powerful Information Systems:** The rapidly expanding quantity and quality of information dramatically improves decision making. Progressive growers continue to take advantage of

information through improving skills and acquiring proprietary programs.

**Environmental Concern:** Citizens' demands for environmental quality are making these issues a greater management concern for growers, processors, retailers and all others involved in the food supply chain.

**Requests for Program Assistance:** Figure 3 represents a breakdown of the relative activity associated with various categories of program assistance.

Figure 3



**Definition of Program and Services**

To provide citizens with access to research based educational opportunities in cooperation with the University of Florida in a variety of subjects and available formats for learning, to empower the citizenry with knowledge to enhance self sufficiency, thereby strengthening the family unit, the economy and the larger community. Based on a citizen assessment of critical concerns, major program emphasis includes the following:

- ◆ wellness: food, nutrition and health;
- ◆ housing: education for first time home buyers;
- ◆ family empowerment: building human potential; and
- ◆ family economic stability: creating greater self sufficiency.

**Program Objectives for FY 1997**

1. Improve nutrition of 65% of program participants through application of sound nutrition principles.
2. Improve financial management skills of 78% of program participants.
3. Increase by 5% the collaborative effort with community agencies and organizations that serve families, by providing education and resources that enhance the family unit.

| PERFORMANCE MEASURES                 | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Program participation                | 88,000            | n/a             | n/a                     | 90,640            | 93,359            |
| Programs offered                     | 375               | n/a             | n/a                     | 300               | 375               |
| Collaborators                        | 25                | +15%            | n/a                     | 29                | 32                |
| Percent reporting improved nutrition | 65%               | n/a             | n/a                     | 65%               | 68%               |
| Percent reporting improved \$ mgmt.  | 75%               | n/a             | n/a                     | 75%               | 78%               |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Charges               | \$19,168          | \$26,168          | \$16,755             | \$21,238          |
| Other                           | 690               | 1,000             | 750                  | 800               |
| TOTAL                           | \$19,858          | \$27,168          | \$17,505             | \$22,038          |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$361,968         | \$373,277         | \$379,465            | \$392,842         |
| Operating Expenses              | 88,289            | 122,814           | 98,246               | 127,159           |
| Capital Outlay                  | 6,833             | 2,566             | 9,351                | 18,600            |
| TOTAL                           | \$457,090         | \$498,657         | \$487,062            | \$538,601         |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 8                 | 8                 | 8                    | 8                 |
| Full Time Equivalents (FTEs)    | 7.50              | 7.50              | 7.50                 | 7.50              |

### Summary of Key Funding/Service Issues

**Welfare Reform:** With reform, families will need the knowledge and skills to pursue strategies toward greater self sufficiency.

**Affordable Housing:** The increase in documentary stamps has made millions of dollars available for first time home buyers in the very low, low, and moderate income range. Research indicates that limited income first time home buyers participating in an educational program have a default rate of 3%, compared to a default rate of 7% for moderate and upper income families.

**Single Parent Families:** Single parent families comprise over 30% of all families with children. Adequate childcare, sufficient time and economic resources are stressed. Positive management skills

are required to positively impact the family unit thereby not placing its' members at risk.

**Family Nutrition Program:** Through a \$250,000 USDA grant, 10 new positions will be funded to educate food stamp recipients and those eligible for food stamps to improve nutrition and financial resources.

**Disease Prevention:** The cost of health care has outpaced inflation in recent years. In 1993, the Palm Beach County Health Care District served 7,800 people. In 1995, 24,000 people were served at a cost of nearly \$80 million. Many costly illnesses are lifestyle related. Education can and does have a positive effect on lifestyle changes that prevent disease.

**Definition of Program and Services**

To provide horticultural training and expertise to agencies, organizations, and individuals in Palm Beach. This program serves both home owners and commercial businesses.

The Mounts Botanical Garden complements the effort with hands on, viewing, and demonstration opportunities. It is supported by a not-for-profit group, the Friends of the Mounts Botanical Garden, to reach over 30,000 visitors annually. Primary services include:

- ◆ Master Gardener volunteers assist the public answering horticulture questions via phones and walk-in clientele;
- ◆ educational programs/information are made available through garden schools, seminars, training and via radio, television, and newspaper;
- ◆ two Master Gardener volunteer classes train 60 persons annually to supplement resources, and three training classes provide tour guides for the Mounts Botanical Garden educational efforts;
- ◆ Professional Landscape Management courses educate commercial horticultural clientele supplemented by four condominium field days and one condominium short course a year; and
- ◆ the Mounts Botanical Garden entertains tourists while demonstrating horticultural materials and techniques for residents.

**Program Objectives for FY 1997**

1. Expand Master Gardener and other volunteer involvement by 10% in the Mounts Botanical Garden educational program.
2. Increase clientele implementation of Environmental Landscape Management (ELM) practices by 5%.
3. Increase by 10% the number of Palm Beach County residents that are reached through the Master Gardener educational effort.
4. Increase private support of Mounts Botanical Garden by 8%.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Volunteer hours returned to Mounts Botanical Garden             | 8,938             | n/a             | n/a                     | 5,938             | 6,532             |
| Percent of individuals improving ELM                            | n/a               | n/a             | 5%                      | 5%                | 5.25%             |
| Percent of revenue increase, Friends of Mounts Botanical Garden | n/a               | n/a             | n/a                     | 8%                | 8.64%             |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | -                 | -                 | \$14,476             | -                 |
| TOTAL                           | -                 | -                 | \$14,476             | -                 |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$333,440         | \$411,465         | \$385,498            | \$431,960         |
| Operating Expenses              | 42,833            | 44,145            | 49,724               | 59,971            |
| Capital Outlay                  | -                 | 12,752            | 12,802               | 12,400            |
| TOTAL                           | \$376,273         | \$468,362         | \$448,024            | \$504,331         |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 11                | 11                | 11                   | 11                |
| Full Time Equivalents (FTEs)    | 11.00             | 11.00             | 11.00                | 11.00             |

### Summary of Key Funding/Service Issues

**Master Gardener Services:** Expanded Plant Clinic hours to include Saturday mornings will result in an increase in clientele served.

**Mass Media Presentations:** Regular added mass media presentations will increase the number of homeowner clientele reached by the Environmental Horticulture Department.

**Professional Landscape Management:** The addition of this training course will expand the services provided to the commercial horticulture industry of Palm Beach County.

**Electronic Information:** CD-Rom access will be available to the Master Gardener Volunteers to help them enhance clientele response. This CD-Rom will also be available to the public to help with proper plant selection and care techniques.

**Definition of Program and Services**

To provide youth educational opportunities that encourage responsible decision making, prosocial skills, and participation in communities. The 4-H program encourages and supports adult volunteers so that they may serve as positive role models for youth. This is achieved through the following educational opportunities:

- ◆ adult volunteer recruitment and development;
- ◆ youth leadership development;
- ◆ coordination and cooperation with community organizations enhancing youth opportunities;
- ◆ provide supplemental hands on curriculum to public and private schools for enhancement of youth life skills; and
- ◆ educational opportunities focussed on environmental responsibility and action.

**Program Objectives for FY 1997**

1. Involve 5% of the youth participating in community-based 4-H programs in leadership roles within their community.
2. Recruit and train 15 new adult volunteers a year that represent the diversity of Palm Beach County youth.
3. To have 75% of the Palm Beach County schools utilize the monthly newsletter.
4. To coordinate and deliver monthly educational programs that encourage awareness and responsibility of environmental issues.

| PERFORMANCE MEASURES                                  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Attendees at educational programs                     | 4,839             | n/a             | n/a                     | 11,436            | 13,000            |
| Youth at risk programs                                | 491               | n/a             | n/a                     | 495               | 600               |
| Volunteer hours expended                              | 5,356             | n/a             | n/a                     | 7,120             | 8,000             |
| 4-H youth participating in community leadership roles | n/a               | n/a             | n/a                     | 150               | 200               |
| Percent of schools utilizing newsletter               | n/a               | n/a             | n/a                     | 75%               | 75%               |
| Percent of clientele improving environmental behavior | n/a               | n/a             | n/a                     | 13%               | 15%               |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$59,090          | \$81,798          | \$83,493             | \$65,374          |
| Operating Expenses              | 18,862            | 31,001            | 27,440               | 34,472            |
| Capital Outlay                  | -                 | 11,876            | 9,108                | -                 |
| TOTAL                           | \$77,952          | \$124,675         | \$120,041            | \$99,846          |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 4                 | 4                 | 4                    | 4                 |
| Full Time Equivalents (FTEs)    | 4.00              | 4.00              | 4.00                 | 4.00              |

### Summary of Key Funding/Service Issues

#### **Positive Opportunities for Youth Population:**

Unsupervised youth during the non-school hours have been a concern for educators and policy makers from many years. Research shows that youth decide how they will occupy at least 40% of the hours they are not in school. This discretionary time harbors both risk and opportunities for youth. Opportunities for conflict resolution, life skill

development, social interaction, and the pursuit of interests can be offered during the non-school hours. Adequate staff resources are necessary to offer positive opportunities to youth during the non-school hours. Programs are needed to prevent youth from becoming involved with negative influences such as truancy, gangs, crime, and violence.





# County Library



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graph TD; A[County Library] --> B[Central Operations]; B --> C[Circulation]; B --> D[Reference]; B --> E[Children's Programs]; B --> F[Community Enrichment];
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## Central Operations

— **Circulation**

— **Reference**

— **Children's Programs**

— **Community Enrichment**

317 Positions

County Library

County Library

County Library

County Library

County Library

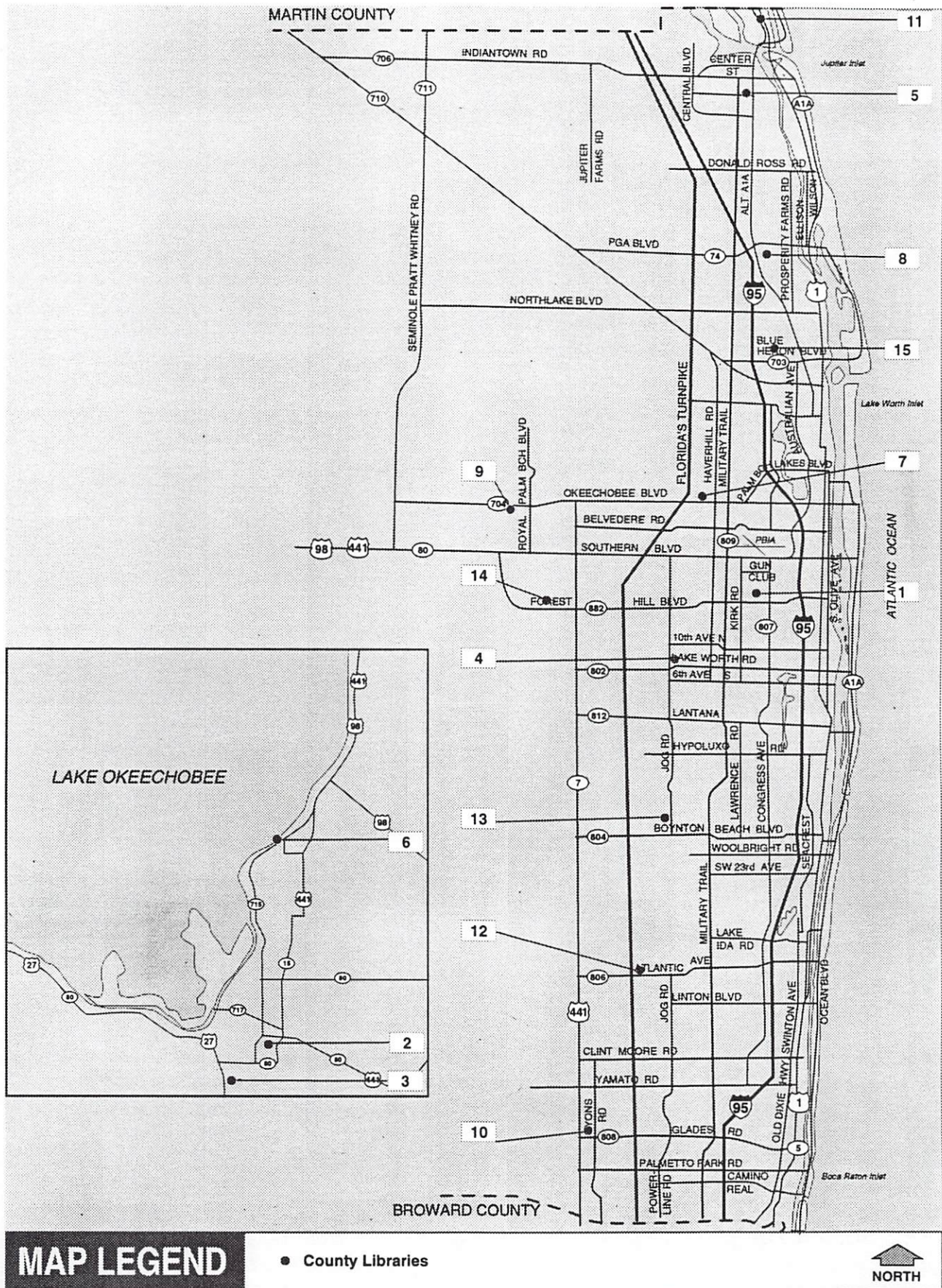
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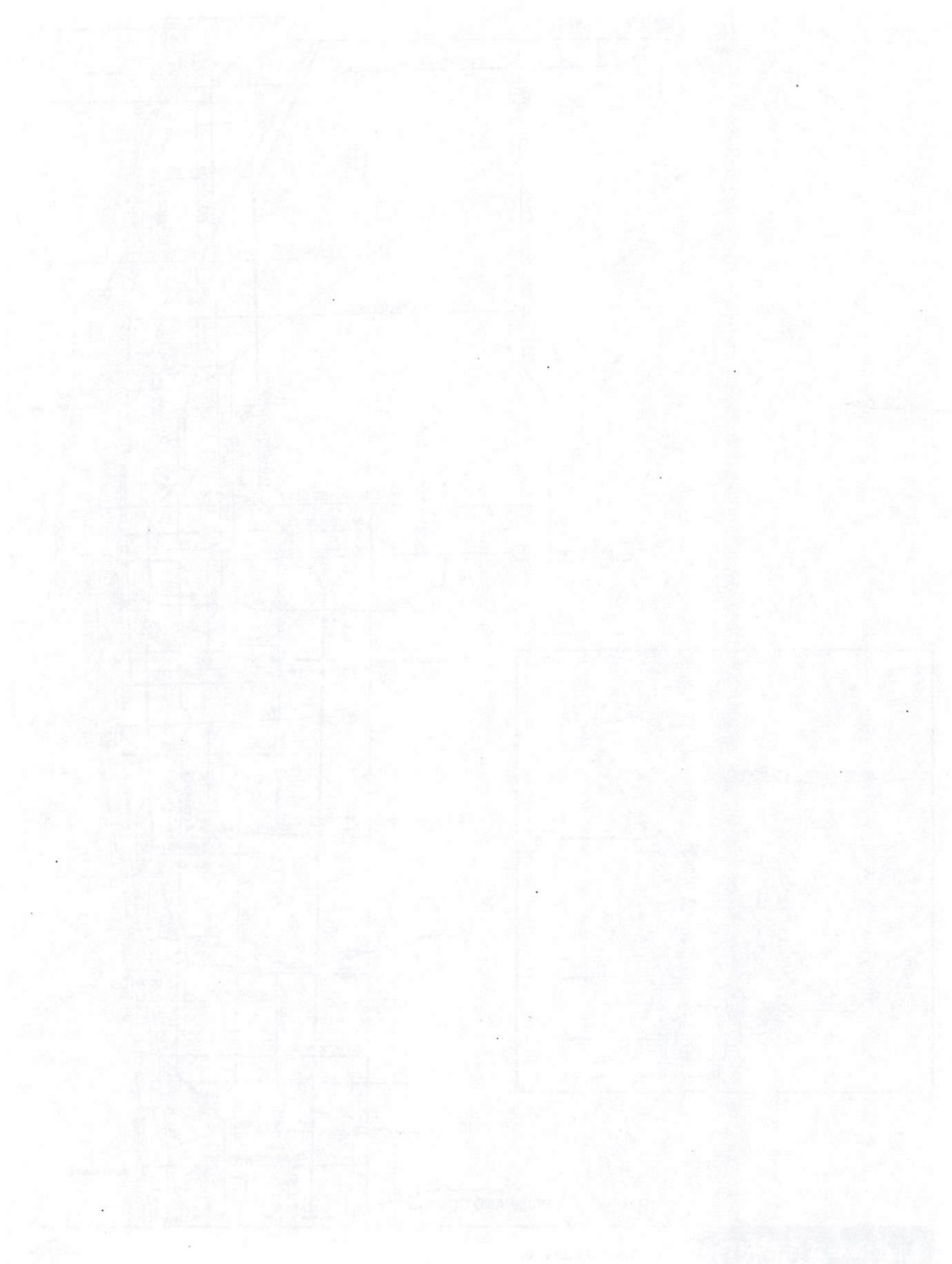
# Board of County Commissioners County Libraries





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## County Libraries

### **Map Reference**

|    |                                   |
|----|-----------------------------------|
| 1  | Central Library                   |
| 2  | Belle Glade Branch                |
| 3  | Clarence E. Anthony Branch        |
| 4  | Greenacres Branch                 |
| 5  | Jupiter Branch                    |
| 6  | Loula V. York Branch              |
| 7  | Okeechobee Boulevard Branch       |
| 8  | North County Regional Library     |
| 9  | Royal Palm Beach Branch           |
| 10 | Southwest County Regional Library |
| 11 | Tequesta Branch                   |
| 12 | West Atlantic Avenue Branch       |
| 13 | West Boynton Branch               |
| 14 | Wellington Branch                 |
| 15 | Library Annex                     |

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### Mission

To continually improve service to the public by:

- ▶ providing the public with free access to library materials in a variety of formats;
- ▶ helping people of all ages find information which meets their diverse personal, educational and professional needs;
- ▶ encouraging children, the future leaders of the community, to develop a love of reading, learning and libraries;
- ▶ promoting community enrichment, economic vitality, and individual achievement through reading and lifelong learning.

### Summary of Services/Facilities

The Library is funded by and primarily serves an area the approximate size of Delaware with a 1996 population of 627,769. Library service is provided through the Central Library, two regional libraries, ten neighborhood branches, a bookmobile, and a logistical support center. The Library provides access to 950,000+ items and provides expanding access to electronic information. Further access to

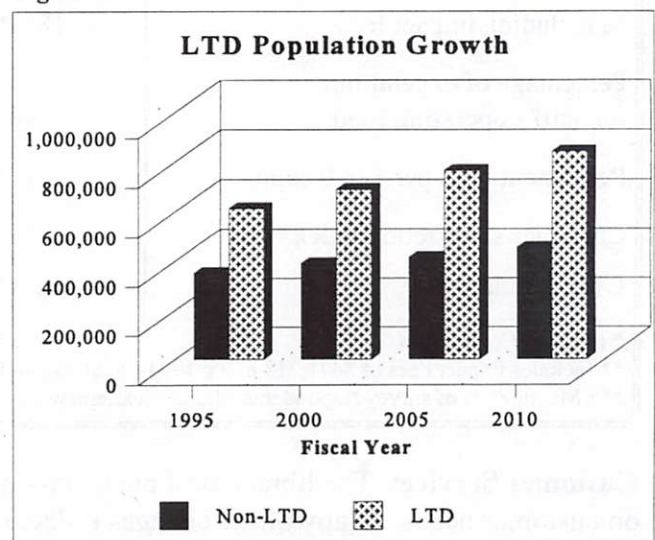
both hard copy and electronic information is provided by participation in regional, state, and national networks which allow reciprocal access to resources of all member libraries. Services range from literacy tutoring to information support for small businesses, and from toddler story hours to deposit collections in senior centers.

### Trends and Issues

#### **Growth:**

- Population growth in the County as a whole has slowed somewhat, however, the population of the Library Taxing District (LTD) is expected to increase by more than 230,000 between 1995 and 2010. See **Figure 1**.
- Through FY 1994-95, the ratio of holdings per capita rose from .9 to 1.38. The national average is 2.7; at 1.38 the Library is at 51% of the national average for holdings per capita.
- Between FY 1993-94 and FY 1994-95, Dial Access figures increased by 260%. The projected increase for FY 1996-97 is 462%. Demand for traditional print information has also increased. Circulation and Reference increased by 29% and 50% respectively between FY 1990-91 and FY 1994-95.

**Figure 1**





| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Ad Valorem Taxes             | \$12,329,095   | \$14,645,007   | \$13,912,757      | \$15,832,397   |
| Grants                       | 1,399,351      | 1,578,235      | 1,550,839         | 1,545,000      |
| Fines & Forfeitures          | 208,173        | 219,300        | 203,000           | 200,000        |
| Other                        | 1,700,046      | 262,464        | 1,469,154         | 1,200,523      |
| Interfund Transfers          | -              | 11,723         | 11,723            | -              |
| TOTAL                        | \$15,636,665   | \$16,716,729   | \$17,147,473      | \$18,777,920   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$8,656,711    | \$10,014,978   | \$9,295,781       | \$10,708,772   |
| Operating Expenses           | 3,832,557      | 3,767,058      | 3,607,906         | 3,999,303      |
| Library Materials            | 2,234,039      | 2,551,014      | 2,463,224         | 3,499,004      |
| Capital Outlay               | 53,461         | 167,837        | 185,246           | 354,490        |
| Non-Operating                | 6,399          | 215,842        | 45,868            | 216,351        |
| TOTAL                        | \$14,783,167   | \$16,716,729   | \$15,598,025      | \$18,777,920   |
| STAFFING                     |                |                |                   |                |
| Positions                    | 289            | 302            | 302               | 317            |
| Full Time Equivalents (FTEs) | 275.50         | 288.75         | 288.75            | 303.75         |

| PERFORMANCE MEASURES  | 1994-95 Actual | 5 Year Trend | Benchmark Comparison* | 1995-96 Budget | 1996-97 Target |
|---|----------------|--------------|-----------------------|----------------|----------------|
| Millage rate  | 0.4437         | +17%         | n/a                   | 0.4838         | 0.4997         |
| Expenditure per capita-opr. fund  | \$24.14        | +10%         | \$26.15               | \$26.63        | \$29.20        |
| Percentage of expenditure for materials - operating fund  | 15%            | -21%         | 15%                   | 15%            | 19%            |
| % including impact fees   | 18%**          | -5%          | n/a                   | 19%**          | 19%**          |
| Percentage of expenditure for staff - operating fund  | 58%            | +4%          | 52%                   | 60%            | 57%            |
| Permanent FTE per 1,000 capita  | 0.45           | +10%         | 0.49                  | 0.46           | 0.47           |
| Customer satisfaction index***  | 73%            | n/a          | 75%                   | 77%            | 76%            |
| LTD population  | 612,373        | +11%         | n/a                   | 627,769        | 643,187        |
| * National Comparison<br>** Includes Impact Fees of \$471,213 in FY 1994-95, \$636,244 in FY 1995-96, and \$144,632 in FY 1996-97<br>*** Measures % of survey respondents who are "extremely or very satisfied" with their library services |                |              |                       |                |                |

**Customer Service:** The library continues to focus on customer needs. Many of the changes reflected in the current Strategic Plan came about as a result

of customer surveys conducted last year. Recent brainstorming sessions on departmental barriers to excellent customer service revealed the need for



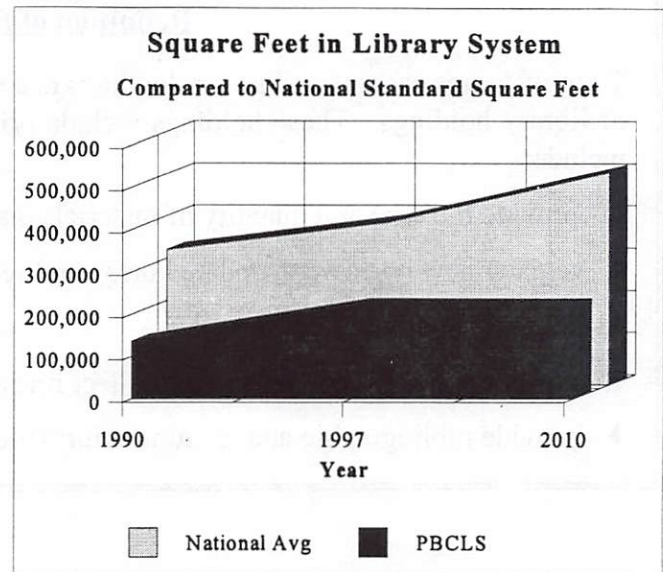
specialized training, communication, administrative infrastructure, facilities and other support functions, as well as for direct public service provision. New positions have been proposed to meet these needs.

**Library Expansion Program:** During FY 1996-97 the last of the projects in the Library Expansion Program will be completed bringing the total square footage in the system to 220,580, an increase of 62% over FY 1989-90. See **Figure 2**.

The implications of this event are: 1) buildings are beginning to need increased maintenance, and have equipment replacement needs; 2) there are parking limitations which need to be addressed at several of the branches; 3) shelf space will limit collection growth in some branches; and 4) the projected population growth in the Library Taxing District and the crowding in some of the current facilities indicate the need to begin planning for expanded facilities between now and build-out (2010-15). If no additional facilities are provided, Library System square footage would decline from 57% of the National Standard in 1997 to 44% in 2010.

**Technology Opportunities and Challenges:** The increased demand for access to information via computers and modems, along with other electronic

Figure 2



resources, has greatly impacted staff.

- Library staff need training in using new electronic resources themselves and in teaching Library customers how to use these resources.
- The increased use of technology to access information has increased maintenance requirements for the Library's computers and computer networks.
- The use of local and wide area networks to share information within the Library System will increase productivity.

### Significant Changes From Prior Year

**Impact Fees vs. Ad Valorem Taxes:** Impact Fees have been used in lieu of ad valorem taxes to purchase library materials in recent years. This budget reduces the use of impact fees allowing funds to accumulate for future capital expansion.

**Bookmobile:** The current bookmobile is aging and needs frequent repairs. It will be replaced with a new handicapped accessible vehicle.

**Additional staff:** As stated under Trends and Issues, five new positions are budgeted for 1) increased demand in the public service areas and 2) staff support and development.

**Opening new Branch and Annualization of Branch:** The Wellington Branch, scheduled to open in early 1997, will be a completely new branch and will require ten permanent staff and operating expenses for the portion of the year that the branch is open. FY 1996-97 will be the first full year of operation for the new Tequesta Branch.



**Definition of Program and Services**

To provide free access to all library holdings in a variety of formats. Circulation is the loaning and retrieval of library holdings. These holdings include print material and audio/visual formats. Primary services include:

- ◆ provide the type and quantity of materials that meet public expectations;
- ◆ register new borrowers, update borrowers' records, and offer voter registration;
- ◆ reserve materials for borrowers;
- ◆ notify delinquent borrowers and collect fines; and
- ◆ provide bibliographic and location information on-line.

**Program Objectives for FY 1997**

1. Increase total circulation by 5%.
2. Maintain library service to underserved groups at the current level in the Talking Book service and Books-by-Mail service.
3. Increase total cardholders by 7%.
4. Expand the collection of library holdings by 3% to reach 2.0 holdings per capita by FY 2005.
5. Implement laser technology and innovative processing to improve the efficiency of the growing circulation function.

| PERFORMANCE MEASURES               | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Circulation                        | 3,996,856         | +29%            | n/a                     | 4,236,667         | 4,421,000         |
| Circulations per capita            | 6.53              | +16%            | 7.63                    | 6.75              | 6.87              |
| Cardholders                        | 370,486           | +29%            | n/a                     | 396,420           | 422,097           |
| Cardholders as % of the population | 61%               | +17%            | 55%                     | 63%               | 66%               |
| Holdings                           | 845,280           | n/a             | 1,817,409               | 956,598           | 977,944           |
| Holdings per capita                | 1.38              | n/a             | 2.7                     | 1.52              | 1.52              |

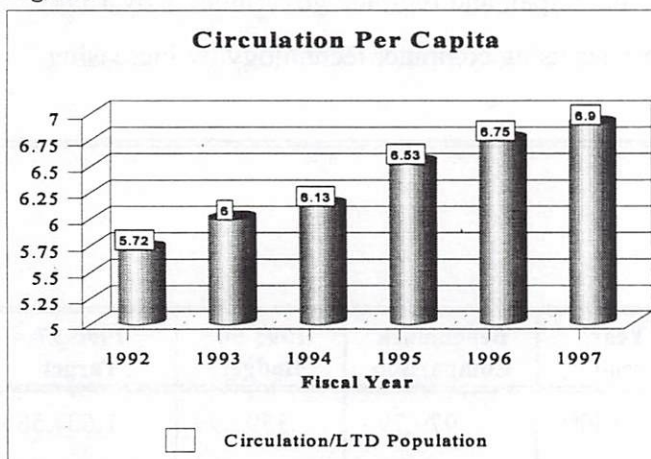


| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| Ad Valorem Taxes             | \$6,948,982       | \$8,739,291       | \$7,889,790          | \$8,985,025       |
| Grants                       | 788,709           | 941,799           | 879,466              | 876,888           |
| Fines & Forfeitures          | 117,331           | 130,866           | 115,119              | 113,513           |
| Other                        | 958,188           | 156,623           | 833,144              | 681,419           |
| Interfund Transfers          | -                 | 6,996             | 6,648                | -                 |
| TOTAL                        | \$8,813,210       | \$9,975,575       | \$9,724,167          | \$10,656,845      |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$4,762,729       | \$6,030,513       | \$5,126,578          | \$5,889,825       |
| Operating Expenses           | 2,108,459         | 2,265,152         | 1,990,340            | 2,199,617         |
| Library Materials            | 1,436,586         | 1,463,159         | 1,580,896            | 2,239,363         |
| Capital Outlay               | 31,007            | 89,404            | 119,749              | 205,604           |
| Non-Operating                | 3,647             | 127,347           | 27,927               | 122,436           |
| TOTAL                        | \$8,342,428       | \$9,975,575       | \$8,845,490          | \$10,656,845      |
| STAFFING                     |                   |                   |                      |                   |
| Full Time Equivalents (FTEs) | 170.00            | 177.90            | 177.90               | 186.79            |

### Summary of Key Funding/Service Issues

**Circulation per Capita:** The goal is to increase circulation by 5% to reach 6.90 circulations per capita in FY 1996-97, as shown in **Figure 3**.

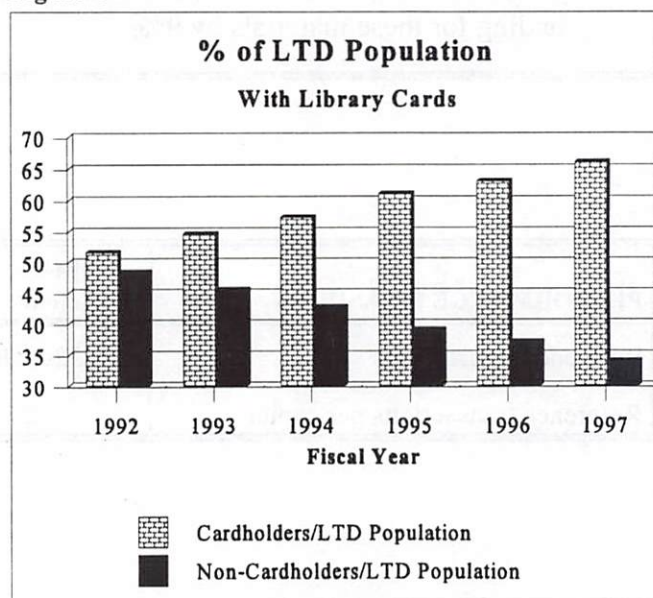
Figure 3



The budget supports a circulation at 95% of the national average, while holdings are at 63%, reflecting a higher circulation per item compared to the national average.

**Cardholders as Percentage of LTD population:** The percentage of LTD residents who have library cards will climb to 66%, exceeding the national average by 20%. See **Figure 4**.

Figure 4



**Definition of Program and Services**

To provide of timely, accurate, and useful information to people of all ages in their pursuit of job-related, educational, and personal interests. Primary services include:

- ◆ answer information inquiries from on site, telephone, and TDD users;
- ◆ provide assistance in research by recommending and explaining information sources and strategies;
- ◆ instruct in the use of electronic database information resources;
- ◆ provide referrals for information and requested materials located in other agencies or libraries throughout the nation and the world;
- ◆ develop collection materials and resource guides for a wide variety of subjects and interests;
- ◆ create an economic development resource collection containing both print and electronic database material; and
- ◆ strengthen local government by providing information and document delivery for policy formulation and program management.

**Program Objectives for FY 1997**

1. Increase reference transactions per capita by 5%.
2. Expand Government Information Services for county, municipal, and regional governments by 15%.
3. Increase access to reference materials and magazine articles using computer technology by increasing funding for these materials by 9%.

| PERFORMANCE MEASURES              | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-----------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Reference transactions            | 1,320,096         | +50%            | 979,796                 | 1,359,699         | 1,607,584         |
| Reference transactions per capita | 2.16              | +36%            | 1.6                     | 2.16              | 2.50              |



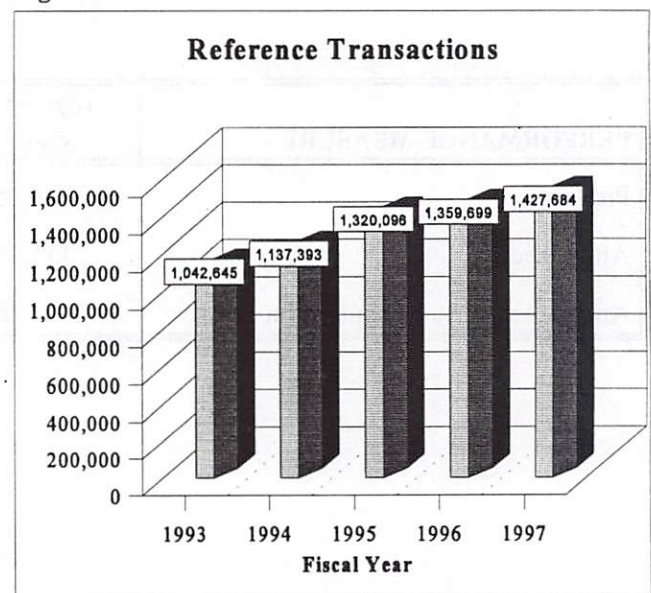
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Ad Valorem Taxes             | \$4,236,037    | \$4,176,891    | \$4,766,614       | \$5,483,952    |
| Grants                       | 480,790        | 450,127        | 531,329           | 534,918        |
| Fines & Forfeitures          | 71,524         | 62,546         | 69,549            | 69,245         |
| Other                        | 584,103        | 74,857         | 503,344           | 415,533        |
| Interfund Transfers          | -              | 3,344          | 4,016             | -              |
| TOTAL                        | \$5,372,454    | \$4,767,765    | \$5,874,852       | \$6,503,648    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$2,985,386    | \$2,576,335    | \$3,196,389       | \$3,694,526    |
| Operating Expenses           | 1,264,339      | 976,239        | 1,186,215         | 1,319,770      |
| Library Materials            | 797,453        | 1,087,855      | 882,328           | 1,259,641      |
| Capital Outlay               | 21,384         | 64,742         | 62,378            | 141,796        |
| Non-Operating                | 2,560          | 62,594         | 16,690            | 87,915         |
| TOTAL                        | \$5,071,122    | \$4,767,765    | \$5,344,000       | \$6,503,648    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 72.97          | 75.91          | 75.91             | 79.96          |

### Summary of Key Funding/Service Issues

**Enhancement of Service to Meet Customer Needs:** To improve the quality of reference service available to Library users, the following enhancements are budgeted; 1) one reference librarian was added to provide improved emergency coverage at all libraries, and; 2) additional online and CD-ROM databases will be provided at branches throughout the Library System.

**Reference Transactions:** The number of reference transactions grew 50% and transactions per capita grew 36%, between 1990 and 1995. This dramatic increase is due to continued population growth, increased student usage, and usage by County residents outside the LTD. Reference transactions per capita will continue to exceed the national average, reaching 39% above the national average in FY 1996-97. See **Figure 5**.

Figure 5



**Definition of Program and Services**

To encourage a love of reading, learning, and libraries. Primary services include:

- ◆ present story times and other children's programs to develop reading, listening, viewing and thinking skills;
- ◆ offer workshops for adults regarding the use of library and reading readiness resources with children;
- ◆ provide outreach programs to child care facility children and staff;
- ◆ sponsor a summer reading program; and
- ◆ introduce school groups to the Library and its resources.

**Program Objectives for FY 1997**

1. Increase the total programs by 3%, and increase attendance by 4%.

| PERFORMANCE MEASURES          | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Programs                      | 4,958             | +17%            | n/a                     | 5,205             | 5,459             |
| Attendance                    | 115,799           | +10%            | 117,695                 | 119,500           | 137,737           |
| Attendance as % of population | 19%               | +19%            | 18%                     | 19%               | 21%               |

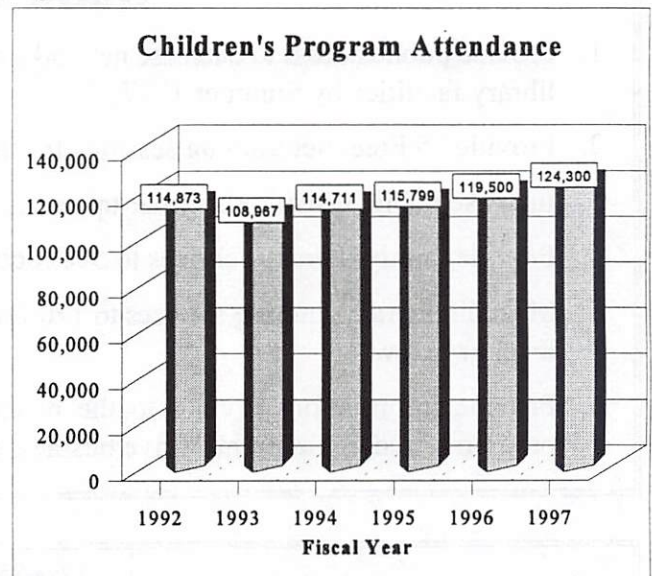


| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| Ad Valorem Taxes             | \$726,373         | \$836,878         | \$795,413            | \$861,130         |
| Grants                       | 82,443            | 90,187            | 88,664               | 84,125            |
| Fines & Forfeitures          | 12,265            | 12,532            | 11,606               | 10,890            |
| Other                        | 100,159           | 14,998            | 83,994               | 65,414            |
| Interfund Transfers          | -                 | 670               | 670                  | -                 |
| TOTAL                        | \$921,240         | \$955,265         | \$980,347            | \$1,021,559       |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$562,464         | \$717,028         | \$602,218            | \$696,070         |
| Operating Expenses           | 306,506           | 225,286           | 287,567              | 319,944           |
| Capital Outlay               | 535               | -                 | 1,559                | 3,545             |
| Non-Operating                | 64                | 12,951            | 418                  | 2,000             |
| TOTAL                        | \$869,569         | \$955,265         | \$891,762            | \$1,021,559       |
| STAFFING                     |                   |                   |                      |                   |
| Full Time Equivalents (FTEs) | 20.52             | 21.47             | 21.47                | 22.65             |

### Summary of Key Funding/Service Issues

**Expansion of Children's Programs:** The number of children's programs will increase 3% to offer a full range of programming for children at the Wellington Branch. Attendance will be maintained at 23 per program to ensure the quality of the experience for each child. See Figure 6.

Figure 6



**Definition of Program and Services**

To provide public access to electronic information and resources, promote economic vitality, individual achievement through reading and lifelong learning, and support participation in the creation of a database of local community information. Primary services include:

- ◆ provide dial access to the online catalog and other databases via computer and modem;
- ◆ provide access to Free-Net, and information in local, national, and international databases, via computer and modem;
- ◆ provide literacy tutoring to adult nonreaders;
- ◆ provide reading-readiness and development resources and instruction to promote family literacy;
- ◆ provide business development and job search information through tours of resources, job fairs, speaking engagements, and one-on-one help for individuals and small businesses;
- ◆ provide a database of organizations in Palm Beach County and provide online access to this information; and
- ◆ support equal access to the information highway through instruction and demonstrations.

**Program Objectives for FY 1997**

1. Provide public access to database networks of community, national, and international information at 14 library facilities by Summer 1997.
2. Provide 75 Free-Net training sessions for the public.
3. Increase public use of online dial-up services by 10%.
4. Provide family literacy services to 550 mothers of newborns and 200 multi-cultural families.
5. Maintain literacy tutoring services to 170 English-speaking adult students who function at fifth grade level or below.
6. Provide information services to the business community through two outreach and six library programs, and a minimum of five business resource promotional materials.

| PERFORMANCE MEASURES               | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Dial Access                        | 13,780            | n/a             | n/a                     | 19,500            | 27,745            |
| Adult Literacy tutor/student teams | 141               | -30%            | n/a                     | n/a               | 170               |
| Free-Net training attendance       | 406*              | n/a*            | n/a                     | 1,850             | 2,100             |

\* Free-Net training began 6/1/95



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Ad Valorem Taxes             | \$417,702      | \$891,947      | \$460,939         | \$502,290      |
| Grants                       | 47,409         | 96,122         | 51,380            | 49,069         |
| Fines & Forfeitures          | 7,053          | 13,356         | 6,726             | 6,352          |
| Other                        | 57,597         | 15,985         | 48,674            | 38,157         |
| Interfund Transfers          | -              | 714            | 388               | -              |
| TOTAL                        | \$529,761      | \$1,018,124    | \$568,107         | \$595,868      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$346,132      | \$691,102      | \$370,596         | \$428,351      |
| Operating Expenses           | 153,253        | 300,381        | 143,784           | 159,972        |
| Capital Outlay               | 535            | 13,691         | 1,559             | 3,545          |
| Non-Operating                | 128            | 12,950         | 834               | 4,000          |
| TOTAL                        | \$500,048      | \$1,018,124    | \$516,773         | \$595,868      |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 12.01          | 13.47          | 13.47             | 14.35          |

### Summary of Key Funding/Service Issues

**Enhanced Free-Net Support:** Demand for our Free-Net service, which began in June 1995, continues to climb, see **Figure 7**. One full-time position was added to coordinate Free-Net training for the public and represent it to local agencies and other potential Free-Net information providers.

**Dial Access:** The use by the public of our on-line dial access databases will continue to grow. Provision of full-text magazine and journal articles in FY 1995-96, and of an encyclopedia in FY 1996-97, will attract more customers of all ages. See **Figure 8**.

Figure 7

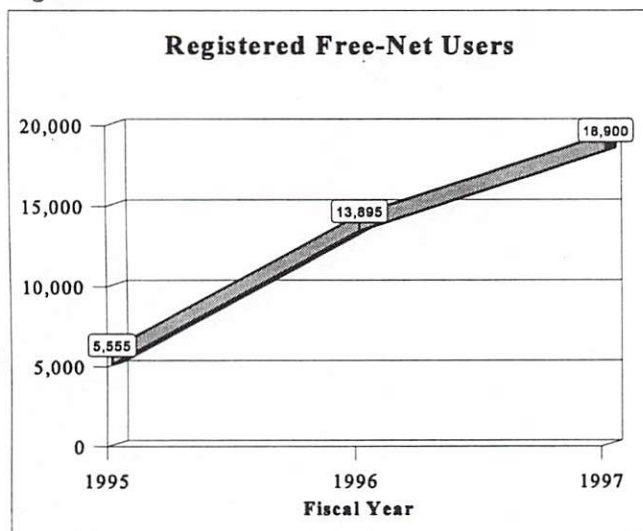
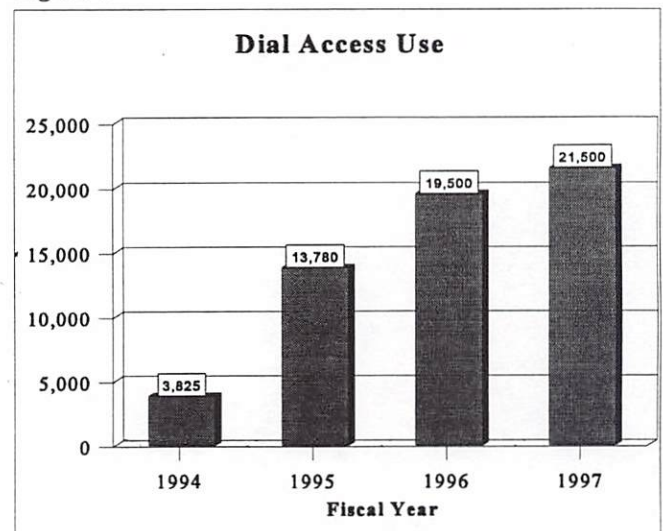


Figure 8







# Employee Relations & Personnel

— Employee Relations

— Personnel

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**Mission**

To establish and maintain policies, programs, and procedures enabling departments to meet service delivery responsibilities, to value and effectively manage their human resources, and to comply with new and existing legal requirements.

**Summary of Services/Facilities**

The Department is responsible for assisting and guiding the supervisory and managerial staff of County departments in the management of human resources. Primary services involve: filling vacancies, maintaining permanent employee records, maintaining and improving effective employee/supervisor relationships, improving productivity through training and development programs, enhancing and valuing diversity through

Equal Employment Opportunities and Affirmative Action, and promoting job satisfaction in the interests of an efficient County government.

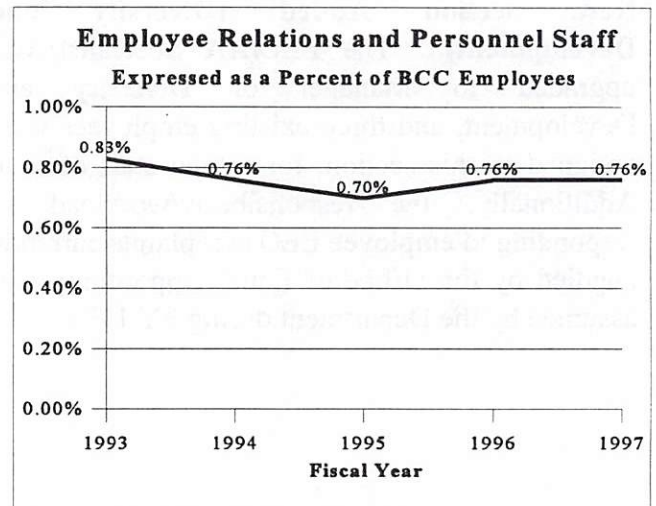
Employee Relations and Personnel (ER&P) is comprised of five sections: Recruitment and Selection, Records and Information Systems, Classification and Pay, Employee Relations and Development, and Diversity and Development.

**Trends and Issues**

**Countywide Customer Survey:** During FY 1997, a survey will be developed and administered to obtain feedback on how well our services are perceived by user departments. The Department's total staff of thirty-six has a service area of approximately 4,713 positions. **Figure 1** shows that the ratio of ER&P staff to total BCC employees has been less than one percent over the past five years.

**Department Budget Directly Affected by New Legislation:** The demands from federal legislation such as the Americans with Disability Act, Family and Medical Leave Act, and expanded drug testing requirements impact workload through increased program monitoring, computer support, training, and complaint processing.

**Figure 1**





| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimate | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|---------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                     |                   |
| User Fees/Charges               | -                 | -                 | -                   | \$56,000          |
| TOTAL                           | -                 | -                 | -                   | \$56,000          |
| APPROPRIATIONS                  |                   |                   |                     |                   |
| Personal Services               | \$1,452,187       | \$1,595,797       | \$1,713,077         | \$1,714,959       |
| Operating Expenses              | 307,860           | 372,827           | 342,162             | 422,111           |
| Capital Outlay                  | 23,576            | 21,449            | 21,210              | 23,810            |
| TOTAL                           | \$1,783,623       | \$1,990,073       | \$2,076,449         | \$2,160,880       |
| STAFFING                        |                   |                   |                     |                   |
| Positions                       | 34                | 35                | 36                  | 36                |
| Full Time Equivalents (FTE's)   | 33.25             | 34.25             | 35.25               | 35.25             |

| PERFORMANCE MEASURES                   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Ratio of staff to total BCC complement | 1:145             | 1:138           | 1:100                   | 1:134             | 1:133             |

### Significant Changes From Prior Year

**New Section Added (Diversity and Development):** The EEO/AA Specialist was upgraded to Manager of Diversity and Development, and three existing employees were assigned to this section, for a total staff of four. Additionally, the responsibility/workload of responding to employee EEO complaints currently handled by the Office of Equal Opportunity was assumed by the Department during FY 1996.

**Services Provided to Palm Tran:** In October 1995, when the County Administrator was assigned responsibility for Palm Tran operations, many personnel functions were also assumed. Funding for one full-time staff person and operational expenses were provided by Palm Tran. These services will continue in Fiscal Year 1997 with anticipated offsetting revenue.



**Definition of Program and Services**

To provide departments with guidance and systematic methods for improving employee performance or behavior, promote cooperative relations between management and employees, and ensure collective bargaining obligations are met; and representing County management on EEO issues/complaints/charges. Primary services include:

- ◆ ensure equitable treatment of employees by advising and monitoring disciplinary actions, grievances, appeals and arbitrations; assist departments in solving problems related to performance, discipline and union issues; improve employee performance by training in adequate performance documentation;
- ◆ provide workshops to improve employee skills and provide career counseling for individual employees; manage the Tuition Refund Program; recognize employee's longevity through a service awards program;
- ◆ coordinate management/employee Equal Employment Opportunity/Affirmative Action training to all County staff annually to achieve compliance with local, federal, and state regulations;
- ◆ resolve internal discrimination complaints through investigation, mediation, and recommendation for remedial action; monitor the selection process to ensure consistency/compliance with the Uniform Guidelines on Employee Selection Procedures and maintain statistics for affirmative action planning;
- ◆ prepare the County's Affirmative Action Plan; provide assistance to employees who are unable to perform their assigned duties due to illness, injury, or disability, in accordance with County policy.

**Program Objectives for FY 1997**

1. Ensure equitable treatment of employees by participating in and monitoring the 600+ resignations, terminations, demotions, and leaves of absence; 600+ disciplinary actions; 50+ pre-termination conferences; and 60+ grievances.
2. Provide a minimum of 100 workshop opportunities for employees.
3. Increase representation of minorities/women consistent with local labor market availability.

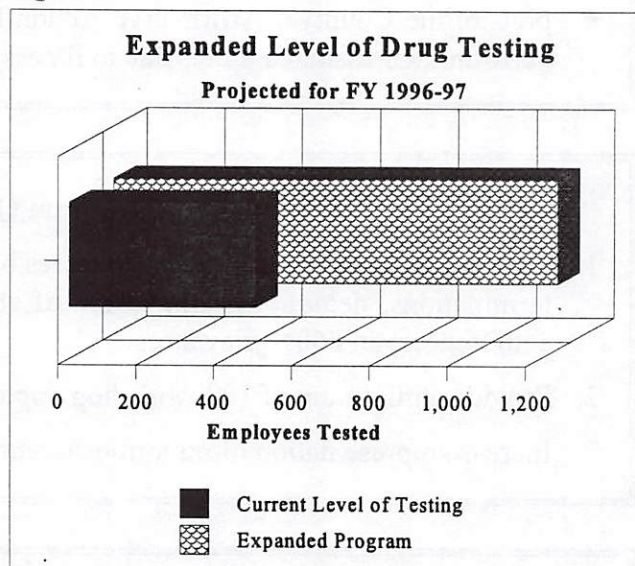
| PERFORMANCE MEASURES                                   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Disciplinary actions/appeals                           | 671/69            | n/a             | n/a                     | 671/69            | 671/69            |
| Training sessions/attendance                           | 179/1736          | n/a             | n/a                     | 109/1200          | 109/1200          |
| Avg. cost, per employee trained                        | \$19.40           | n/a             | n/a                     | \$19.40           | \$19.40           |
| EEO investigations/ federal-state charges              | 48/6              | n/a             | n/a                     | 48/6              | 48/6              |
| Targeted positions monitored/<br>protected group gains | 178/36            | n/a             | n/a                     | 178/36            | 178/36            |

| FINANCIAL & STAFFING SUMMARY  | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimate | 1996-97 Budget |
|-------------------------------|----------------|----------------|------------------|----------------|
| REVENUES GENERATED            |                |                |                  |                |
| User Fees/Charges             | -              | -              | -                | \$28,000       |
| TOTAL                         | -              | -              | -                | \$28,000       |
| APPROPRIATIONS                |                |                |                  |                |
| Personal Services             | \$508,266      | \$558,529      | \$599,577        | \$611,806      |
| Operating Expenses            | 136,741        | 203,254        | 177,924          | 220,739        |
| Capital Outlay                | 7,073          | 6,154          | 6,034            | 6,800          |
| TOTAL                         | \$652,080      | \$767,937      | \$783,535        | \$839,345      |
| STAFFING                      |                |                |                  |                |
| Positions                     | 10             | 10             | 11               | 11             |
| Full Time Equivalents (FTE's) | 9.75           | 9.75           | 10.75            | 10.75          |

### Summary of Key Funding/Service Issues

**Expanded Drug Testing :** The legally mandated drug testing for safety sensitive positions, which began in May 1995, will be expanded to include all new hires. Negotiations with the Communications Workers of America and International Association of Firefighter to expand testing of employees post-accident and for reasonable suspicion are planned. **Figure 2** shows that the number of tests currently conducted will more than double.

Figure 2





**Definition of Program and Services**

Personnel functions are performed by the Recruitment & Selection Section, the Classification & Pay Section, and the Records & Information Systems Section. These sections are responsible for the hiring, pay treatment, and permanent recordkeeping operations for the departments of the Board of County Commissioners. Primary services include:

- ◆ evaluate applications and refer qualified candidates to a departmental hiring authority; respond to complaints/inquiries about the applicant selection process;
- ◆ conduct new employee orientation (County rules, regulations and conditions of employment);
- ◆ provide recommendations regarding requests for reclassifications/upgrades; review, revise, and draft job descriptions; complete salary and benefit questionnaires for other organizations; revise/publish/distribute the County's annual Pay Plan; administer the County's optional benefit programs;
- ◆ manage position control for budgeted and authorized positions and process personnel actions for payroll/employee data changes; verify/provide employment and wage information; maintain custody of official personnel files; and
- ◆ administer local area network, database update, and the interface with the mainframe Human Resources Management Systems.; produce/distribute ad hoc and data reports.

**Program Objectives for FY 1997**

1. Reduce the number of days to generate a referral list from 32 to 30.
2. Increase the availability of clerical testing from weekly to daily.
3. Complete reclassification/upgrade studies within 30 days of request.

| PERFORMANCE MEASURES                  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Applications received/rated           | 22,509/<br>14,620 | n/a             | n/a                     | 22,959/<br>14,788 | 23,418/<br>15,690 |
| Avg. days to generate a referral list | n/a               | n/a             | n/a                     | 32                | 30                |
| Testing frequency                     | weekly            | n/a             | n/a                     | weekly            | daily             |
| Reclasses, upgrades approved/denied   | 188/15            | n/a             | n/a                     | 262/19            | 265/20            |
| Position descriptions                 | 100               | n/a             | n/a                     | 400               | 400               |
| Personnel actions                     | 6,623             | n/a             | n/a                     | 6,400             | 6,700             |
| Hires/terminations                    | 715/597           | n/a             | n/a                     | 700/600           | 735/630           |

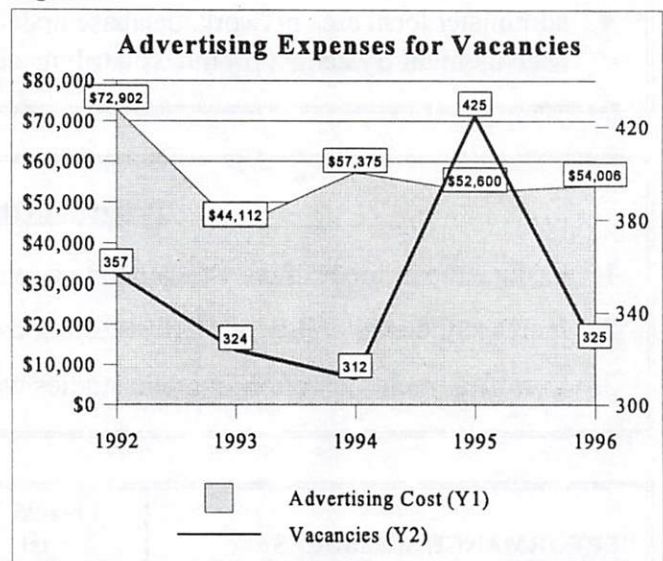
| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimate | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|---------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                     |                   |
| User Fees/Charges               | -                 | -                 | -                   | \$28,000          |
| TOTAL                           | -                 | -                 | -                   | \$28,000          |
| APPROPRIATIONS                  |                   |                   |                     |                   |
| Personal Services               | \$943,921         | \$1,037,268       | \$1,113,500         | \$1,103,153       |
| Operating Expenses              | 171,119           | 169,573           | 164,238             | 201,372           |
| Capital Outlay                  | 16,503            | 15,295            | 15,176              | 17,010            |
| TOTAL                           | \$1,131,543       | \$1,222,136       | 1,292,914           | \$1,321,535       |
| STAFFING                        |                   |                   |                     |                   |
| Positions                       | 24                | 25                | 25                  | 25                |
| Full Time Equivalents (FTEs)    | 23.50             | 24.50             | 24.50               | 24.50             |

### Summary of Key Funding/Service Issues

**Equipment for Applicant Testing:** To replace typewriters, used computers have been acquired for testing applicants on their typing skills, for use on written examinations, and to test job knowledge. This equipment is necessary to meet the objective of having employment testing available on a daily basis.

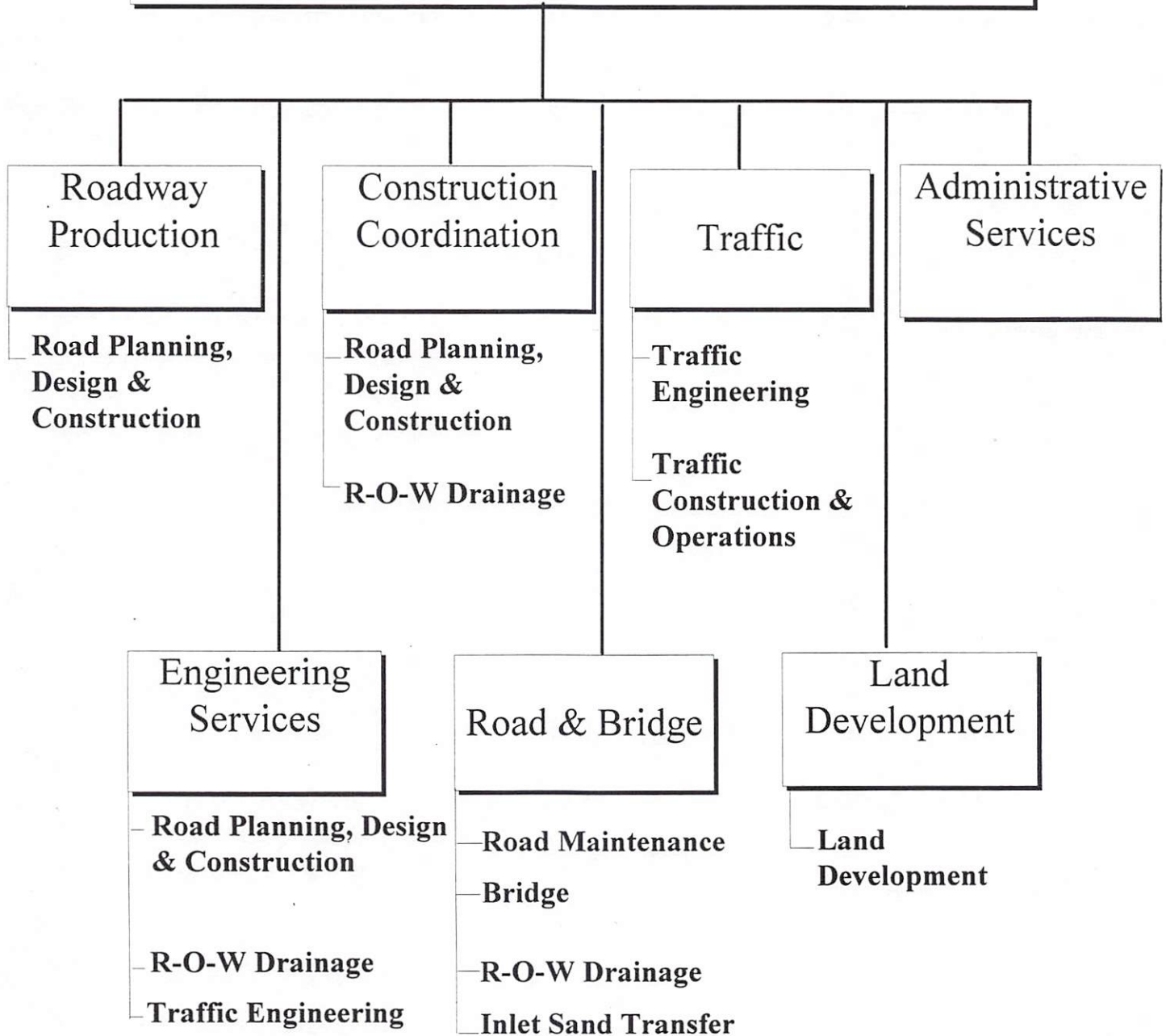
**Advertising Costs Difficult to Estimate:** Advertising costs have been difficult to keep within previously budgeted amounts because of specialized needs, Affirmative Action, and difficult-to-fill vacancies. We carefully monitor job advertising costs, and careful fiscal decisions are made before placing ads. However, there is a need to increase the budget for this purpose. **Figure 3** shows the unpredictability of expenses to vacancies per fiscal year.

Figure 3





# Engineering & Public Works



442 Positions





### Mission

To provide the citizens of Palm Beach County a high quality system of roads, bridges, and pathways made safe and easily accessible by appropriate traffic control; to ensure development conformance to the engineering standards of the Unified Land Development Code and provide engineering assistance in the zoning process; to assist in mitigating beach erosion by the operation of sand transfer facilities; and to provide optimal drainage conditions in County rights-of-way.

### Summary of Services/Facilities

The Engineering/Public Works Department provides planning, implementation, and administration of the Five-Year Road (thoroughfare) Program and technical and general engineering services regarding transportation planning and geometric design, drainage, and proposed residential and commercial development. Engineering assistance is also provided to the Board of County Commissioners and other County entities. The Department installs and maintains traffic signals, signs and pavement markings, pedestrian and bicycle paths, and drainage systems in County

rights-of-way. The Department also maintains fixed and moveable bridges, operates bridges, maintains roads, rights-of-way and medians, develops and maintains survey control data for use by County departments, administers the County's Street Improvement Program, coordinates railroad crossing maintenance and construction as it affects County roads, updates and publishes the County street atlas and other maps, and provides copies of plans, plats, and aerials to other County departments, contractors, developers, and the general public.

### Trends and Issues

**Increasing Urbanization:** The increasing urban nature of Palm Beach County will continue to have a significant impact on service provision. An accelerated road building program is the most dramatic indication of this trend. The levels of service expected as the County changes from rural/suburban to urban also require substantive programs for the installation, maintenance, and upgrading of traffic control devices, street lighting, and drainage systems, maintenance and upgrading of existing roads, bridges, medians, and rights-of-way, and conformance to land development standards.

**Environmental/Archaeological Issues:** The assessment and mitigation of these issues is costly in terms of both dollars and staff resources. They represent a significant increase in the work required

during the design and permitting phases of Five-Year Road program projects. After project completion, the County is required to monitor and report on the status of the mitigated site as well as provide follow-up site maintenance including replanting and removal of exotic vegetation. A professional engineer, formerly assigned as a project coordinator, now spends substantial time dealing with these issues. This has expanded the review time for projects in the design phase.

**Improvements in Traffic Flow:** Within the next five years, the Federal Highway Administration will begin construction of the Intelligent Transportation System (ITS). This is a central computer system which will provide the motoring public and the agencies that serve them online data regarding restricted traffic flow due to accidents, mass transit



| FINANCIAL & STAFFING SUMMARY    | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|---------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED              |                |                |                   |                |
| Other Licenses, Permits & Taxes | \$742,407      | \$760,000      | \$617,000         | \$655,000      |
| Grants                          | 250,314        | 240,000        | 440,000           | 340,000        |
| User Fees/Charges               | 62,859         | 67,500         | 90,000            | 89,640         |
| Inter-Departmental Charges      | 3,775,814      | 3,362,087      | 3,355,245         | 3,211,105      |
| Other                           | 268,702        | 194,945        | 309,004           | 266,000        |
| Interfund Transfers             | -              | -              | -                 | 85,623         |
| TOTAL                           | \$5,100,096    | \$4,624,532    | \$4,811,249       | \$4,647,368    |
| APPROPRIATIONS                  |                |                |                   |                |
| Personal Services               | \$19,073,349   | \$20,735,659   | \$20,354,377      | \$21,691,161   |
| Operating Expenses              | 9,438,792      | 11,305,765     | 11,035,372        | 12,779,285     |
| Capital Outlay                  | 3,422,727      | 4,112,587      | 3,892,254         | 3,969,864      |
| Debt Service                    | 42,504         | 49,108         | 49,108            | 49,108         |
| Non-Operating                   | (10,479)       | 325,000        | 226,269           | 464,379        |
| TOTAL                           | \$31,966,893   | \$36,528,119   | \$35,557,380      | \$38,953,797   |
| STAFFING                        |                |                |                   |                |
| Positions                       | 432            | 435            | 435               | 442            |
| Full Time Equivalents (FTEs)    | 430.40         | 432.99         | 432.99            | 439.99         |

| PERFORMANCE MEASURES  | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|---|----------------|--------------|----------------------|----------------|----------------|
| Value of road construction contracts awarded (millions)           | \$25.4         | n/a          | n/a                  | \$46.2         | \$53.0         |
| Lane miles of road construction awarded                           | 32.8           | n/a          | n/a                  | 48.9           | 25.0           |
| % of thoroughfare roads meeting County's adopted level of service | 87%            | n/a          | n/a                  | 90%            | 92%            |
| Traffic signals maintained  | 925            | +64%         | n/a                  | 940            | 955            |
| Land development permits issued                                   | 58             | +132%        | n/a                  | 65             | 60             |
| Lane miles of County roads maintained                             | 3,254          | n/a          | n/a                  | 3,082          | 3,090          |

schedules, car radio frequencies designated to broadcast the latest traffic flow information, and changeable road message signs. The County was designated to be an ITS control center. Federal funds will be used for the facility and equipment. The County will be responsible for running and maintaining the system. It is anticipated that five employees will be required to run and maintain the

system. Projected staff cost for the first year the County takes over the system is \$186,025.

**Enhancement of Thoroughfare Medians:** The Board of County Commissioners has designated a "Trees Only" Program for urban thoroughfare medians in the unincorporated areas. This new program will address more than 100 miles of roads



which now have only grassy medians. Landscaping will be developed for each thoroughfare so that future installations by others will be consistent with the surrounding medians. The project will begin in the latter part of 1996, be completed by the end of 1999, and will be designed for minimal maintenance. The trees will be maintained by a qualified tree contractor. It is anticipated that, by the year 2000, the County will be committing an additional \$150,000 each year to the maintenance of the enhanced medians and that more than \$1,500,000 worth of trees will have been installed.

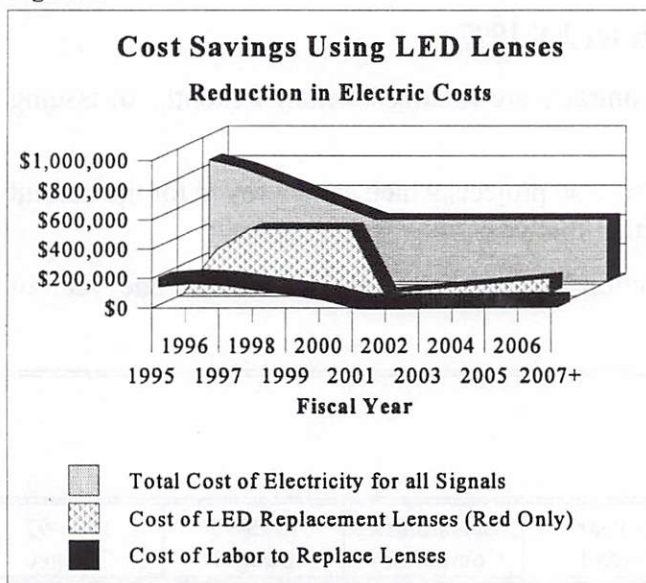
**Automation:** In order to utilize current and future computer applications refinements, and to meet the increasing need for information management, existing computer equipment must be upgraded. Increased efficiency and effectiveness can be achieved by responding to technological advances in the computer industry. A long range plan has been developed to allow the Department to meet existing and future automation needs. Departmental projected cost for FY 1997 is \$131,856.

### Significant Changes From Prior Year

New technology utilizing lenses made of "light emitting diodes" (LED) has provided the County with an opportunity to significantly reduce energy and maintenance costs for traffic signals. LED

produces a brilliant red color using only 1/5 the power of incandescent bulbs. The guaranteed ten year life of LEDs is five times longer than traditional bulbs. During FY 1997, the Traffic Construction and Operations program will begin replacing the existing 13,200 red incandescent bulbs with LEDs. Funding for the program, which is anticipated to take three to five years, will be a combination of budgeted funds and the savings in electricity and labor costs which will result. By the year 2001, the County should reach the break-even point, potentially realizing cost savings of several hundred thousand dollars annually. (Figure 1).

Figure 1



**Beautification Projects Transferred from Capital Projects:** FY 1997 includes the transfer of constitutional gas tax funded capital maintenance projects in the amount of \$813,902. These are the remaining balances for seventeen beautification projects, and should be fully expended in FY 1997. The FY 1995 and FY 1996 financial summaries do not reflect any funding for these projects.



**Definition of Program and Services**

To administer and coordinate the design, right-of-way acquisition, and construction of the County's Five-Year Road Program. Primary services include:

- ◆ contract with design consultants to implement projects approved in the Five-Year Road Program;
- ◆ review plans, ensure required permits are obtained, and prepare construction contract documents for bidding and award by Board of County Commissioners;
- ◆ ensure projects are completed within 5% of approved budget;
- ◆ monitor County and developer road and bridge construction projects to ensure compliance with contract specifications and compliance with timeframes specified within contracts;
- ◆ construct pedestrian and bicycle pathways; and
- ◆ upgrade existing shellrock roads with drainage and pavement improvements.

**Program Objectives for FY 1997**

1. Increase the percentage of time design consultant contracts are finalized within 9 months of issuing request for proposal from 75% to 85%.
2. Increase the percentage of time that designs for construction projects which are approved for the current budget year are completed and ready for bidding within that year from 70% to 80%.
3. Increase the percentage of time pathway construction contracts are released within one year of construction funding from 60% to 70%.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % design consultant contracts finalized within 9 months of request for proposal | n/a               | n/a             | n/a                     | 75%*              | 85%               |
| % current construction contracts awarded in the year budgeted                   | n/a               | n/a             | n/a                     | 75%*              | 80%               |
| % pathway contracts released within one year of construction funding            | n/a               | n/a             | n/a                     | 60%*              | 70%               |
| * estimate  |                   |                 |                         |                   |                   |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other Licenses, Permits & Taxes | \$1,811           | \$1,500           | \$1,500              | \$1,500           |
| User Fees/Charges               | 27,435            | 37,125            | 50,750               | 51,900            |
| Inter-Departmental Charges      | 2,147,855         | 2,102,706         | 1,884,081            | 2,038,639         |
| Other                           | 25,532            | 6,350             | 16,599               | 9,950             |
| TOTAL                           | \$2,202,633       | \$2,147,681       | \$1,952,930          | \$2,101,989       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$4,206,755       | \$4,574,648       | \$4,419,633          | \$4,805,900       |
| Operating Expenses              | 748,685           | 852,676           | 856,836              | 953,768           |
| Capital Outlay                  | 46,664            | 43,836            | 49,823               | 165,038           |
| Debt Service                    | 19,127            | 22,099            | 22,099               | 22,099            |
| Non-Operating                   | (2,914)           | -                 | -                    | -                 |
| TOTAL                           | \$5,018,317       | \$5,493,259       | \$5,348,391          | \$5,946,805       |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 84.85             | 85.01             | 85.01                | 88.71             |

### Summary of Key Funding/Service Issues

#### **Personnel Needed for Growth in Road Program:**

The growth of the Five-Year Road Program over the past several years and the increasing focus on environmental and archaeological issues involved in design and construction have had a significant impact on the ability to meet the Five-Year Road Program project schedules. This has created the need to establish three new positions within the Program to maintain expected levels of service.

To eliminate the current backlog in the Five-Year Road Program and to prevent it from recurring, one Registered Engineer position and two Engineer II positions have been added. These positions will be responsible for reviewing plans, cost estimates, permitting, and general administrative duties. It is estimated that 80% to 90% of the cost of these positions will be charged off to capital projects. Additionally, one clerical specialist position was added to support the additional personnel and address the backlog. **Estimated Fiscal Impact: \$139,540.**

**Definition of Program and Services**

To maintain County roads, sidewalks, and pathways, and oversee the Adopt-A-Road Program and interlocal beautification agreements. Primary services include:

- ◆ resurface roads;
- ◆ respond to citizen inquiries and complaints;
- ◆ maintain sidewalks and pathways;
- ◆ grade shellrock roads;
- ◆ patch roads; and
- ◆ mow County rights-of-way medians.

**Program Objectives for FY 1997**

1. Establish a system to track customer satisfaction of work performed by Road Section forces.
2. Increase lane miles of shellrock roads graded from 2,100 to 2,150 annually.
3. Resurface eighty lane miles of roads.

| PERFORMANCE MEASURES                     | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Lane miles of shellrock roads graded     | n/a               | n/a             | n/a                     | 2,100             | 2,150             |
| Lane miles of roadway resurfaced         | 63.35             | 62.16 (avg)     | n/a                     | 89.00             | 80.00             |
| Median maintenance and mowing<br>(acres) | 16,519            | n/a*            | n/a                     | 16,519            | 16,519            |
| Responses to trouble calls from public   | 3,400             | +39% (4 yr)     | n/a                     | 3,000             | 3,000             |
| * Method of calculating acreage changed. |                   |                 |                         |                   |                   |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/ Charges              | \$8,370           | \$10,125          | \$12,750             | \$14,561          |
| Inter-Departmental Charges      | 220,459           | 159,394           | 153,255              | 155,288           |
| Other                           | 1,552             | -                 | 7,925                | 415               |
| Interfund Transfers             | -                 | -                 | -                    | 77,684            |
| TOTAL                           | \$230,381         | \$169,519         | \$173,930            | \$247,948         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$4,628,122       | \$4,998,644       | \$4,957,898          | \$5,214,246       |
| Operating Expenses              | 3,100,112         | 3,925,966         | 3,945,192            | 4,323,366         |
| Capital Outlay                  | 1,718,654         | 2,193,065         | 2,202,146            | 2,341,530         |
| Debt Service                    | 6,376             | 7,366             | 7,366                | 7,366             |
| Non-Operating                   | (418)             | 162,500           | 113,134              | 314,379           |
| TOTAL                           | \$9,452,846       | \$11,287,541      | \$11,225,736         | \$12,200,887      |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 107.81            | 107.81            | 107.81               | 107.81            |

### Summary of Key Funding/Service Issues

**Improvements in Road Rehabilitation:** The road maintenance program will be updating the Pavement Management System (PMS) during FY 1997, which will increase the effectiveness of the current pavement management program. For better prioritization of road rehabilitation needs, the PMS provides data on road pavement condition, cost information, histories of maintenance and as-built construction, and expands the capability to predict road life expectancy.

**Beautification of Medians in Unincorporated Areas:** The development of the "Trees Only" median beautification program at the direction of the Board will result in additional on-going costs. Newly installed trees will be maintained by contract at an estimated cost of \$10,000 for FY 1997. Hand mowing around trees will be required to supplement tractor mowing. Hand mowing will initially be accomplished on an overtime basis in lieu of adding staff. **Estimated Fiscal Impact: \$38,923.**

**Maintenance of State Highway Medians:** The Board has directed County staff to assume responsibility for maintaining medians on portions of three state highways: Lake Worth Road, Glades Road (both in early 1980s) and West Atlantic Avenue (1995). Responsibility for this maintenance is being transferred from the Parks Department to the Engineering Department. **Estimated Fiscal Impact: \$46,700.**

**Use of Rubberized Asphalt in Road Resurfacing:** The County has begun using rubberized asphalt in selected resurfacing projects. This product utilizes rubber recycled from used tires. Rubberized asphalt is approximately 1/3 more expensive than non-rubberized asphalt: \$40 a ton versus \$27 a ton. The cost difference is funded by a grant obtained by the Solid Waste Authority. The benefits of using rubberized asphalt include the use of recycled material, more durable road surfaces, and a more comfortable ride for the motoring public.

**Definition of Program and Services**

To ensure the safety and convenience of the public by planning for and designing appropriate traffic control for safe and accessible intersections and by providing appropriate street lighting. Primary services include:

- ◆ determine needs for traffic control devices and revised signal timing;
- ◆ coordinate the design and construction of intersection improvements on County roads;
- ◆ coordinate the installation of street lighting on County roads; and
- ◆ compile, analyze, and publish traffic accident information.

**Program Objectives for FY 1997**

1. Increase the percentage of time revised signal timing plans are released within thirty days of determining need from 80% to 90%.
2. Increase the percentage of time street lighting needs analyses are completed within thirty days of request from 80% to 90%.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % of revised signal timing plans implemented within 30 days of determining need | n/a               | n/a             | n/a                     | 80%*              | 90%               |
| % of street lighting needs analyses completed within 30 days of request         | n/a               | n/a             | n/a                     | 80%*              | 90%               |
| Traffic accident reports processed  | 32,332            | +16%            | n/a                     | 33,000            | 34,000            |
| *estimate   |                   |                 |                         |                   |                   |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Other Licenses, Permits      | \$4,528        | \$3,750        | \$3,750           | \$3,750        |
| Grants                       | 50,314         | 40,000         | 40,000            | 40,000         |
| User Fees/ Charges           | 4,825          | 4,500          | 7,500             | 6,532          |
| Inter-Departmental Charges   | 423,544        | 321,516        | 365,181           | 298,733        |
| Other                        | 65,154         | 15,875         | 42,118            | 24,900         |
| Interfund Transfers          | -              | -              | -                 | 2,335          |
| TOTAL                        | \$548,365      | \$385,641      | \$458,549         | \$376,250      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$2,262,617    | \$2,500,490    | \$2,459,622       | \$2,621,264    |
| Operating Expenses           | 1,666,167      | 2,050,766      | 1,906,426         | 2,231,345      |
| Capital Outlay               | 54,064         | 50,418         | 66,601            | 66,829         |
| Debt Service                 | 2,125          | 2,455          | 2,455             | 2,455          |
| Non-Operating                | (2,570)        | -              | -                 | -              |
| TOTAL                        | \$3,982,403    | \$4,604,129    | \$4,435,104       | \$4,921,893    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 52.67          | 53.07          | 53.07             | 54.12          |

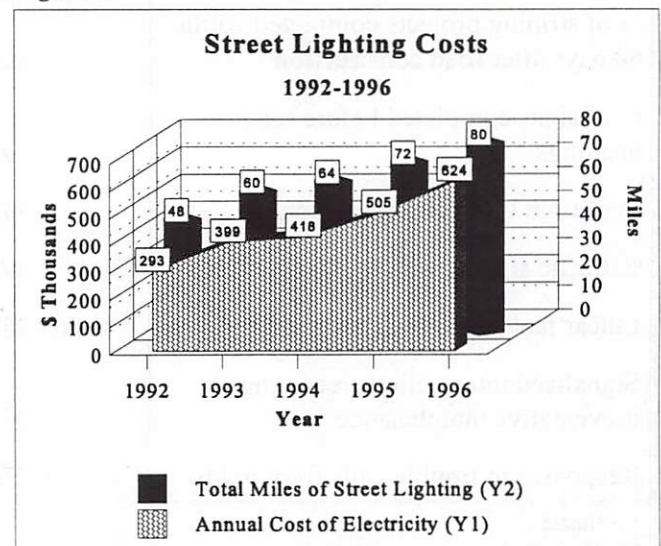
### Summary of Key Funding/Service Issues

**Median Landscaping Requires Special Expertise:** In January 1996, the Board of County Commissioners directed an increase in the installation and maintenance of thoroughfare road beautification in the unincorporated area in order to improve median appearance and allow the County to apply for landscaping grants. This project involves program coordination, grant application, and project implementation, which requires a Special Projects Coordinator position. Because of the safety hazards roadway landscaping can create, this work requires the safety design knowledge of Traffic Engineering. The position will utilize 80% of its time for program administration, and 20% for the review of road construction plans. Approximately 70% will be charged to capital projects. **Estimated Fiscal Impact: \$33,788.**

**Street Lighting Costs:** As shown in Figure 2, the number of street lights installed in the unincorporated area of the County continues to

increase. The County's major street lighting expenses are energy and maintenance. Energy costs have more than doubled since FY 1992 and will continue to rise as additional street lighting needs are met.

Figure 2





**Definition of Program and Services**

To ensure the safety and convenience of the public on County maintained roads by installing, maintaining and upgrading traffic signals, signs, and pavement markings; responding to emergency calls; and maintaining the computerized Urban Traffic Control System (UTCS). Primary services include:

- ◆ install new traffic signals;
- ◆ upgrade major traffic signals;
- ◆ install striping as required by road construction and resurfacing programs;
- ◆ manufacture and install signing as required by the road construction program;
- ◆ perform preventative maintenance on traffic signals; and
- ◆ respond to emergency calls.

**Program Objectives for FY 1997**

1. Increase the percentage of time striping is completed within 60 days of completion of road construction from 80% to 90%.
2. Increase the percentage of time sign installation is completed prior to road opening from 90% to 95%.
3. Increase the percentage of time UTCS is operational from 75% to 80%.
4. Replace red incandescent bulbs with light-emitting diode (LED) lenses in 20% of traffic signals.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % of striping projects completed within 60 days after road construction | n/a               | n/a             | n/a                     | 80%*              | 90%               |
| % of signs completed before road openings                               | n/a               | n/a             | n/a                     | 90%*              | 95%               |
| % of time UTCS is operational   | n/a               | n/a             | n/a                     | 75%*              | 80%               |
| % traffic signals with LED lenses                                       | n/a               | n/a             | n/a                     | n/a               | 20%               |
| Linear feet of roadway striped **                                       | 1,065,867         | n/a             | n/a                     | 870,000           | 1,000,000         |
| Signalized intersections receiving preventative maintenance             | 1,267             | +83% (4 yr)     | n/a                     | 1,300             | 1,500             |
| Responses to trouble calls from public                                  | 6,776             | -19% (4 yr)     | n/a                     | 7,000             | 7,000             |
| * estimate  |                   |                 |                         |                   |                   |
| ** non-capital  |                   |                 |                         |                   |                   |



| FINANCIAL & STAFFING SUMMARY    | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other Licenses, Permits & Taxes | \$10,868          | \$9,000           | \$9,000              | \$9,000           |
| Grants                          | 200,000           | 200,000           | 400,000              | 300,000           |
| User Fees/Charges               | 14,316            | 9,000             | 12,000               | 9,400             |
| Inter-Departmental Charges      | 460,179           | 198,000           | 450,262              | 212,191           |
| Other                           | 153,192           | 38,100            | 99,545               | 59,700            |
| TOTAL                           | \$838,555         | \$454,100         | \$970,807            | \$590,291         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$3,049,917       | \$3,308,856       | \$3,263,392          | \$3,475,436       |
| Operating Expenses              | 2,256,302         | 2,450,090         | 2,422,248            | 2,976,153         |
| Capital Outlay                  | 184,282           | 299,555           | 314,920              | 601,060           |
| Debt Service                    | 8,501             | 9,822             | 9,822                | 9,822             |
| Non-Operating                   | (\$3,616)         | -                 | -                    | -                 |
| TOTAL                           | \$5,495,386       | \$6,068,323       | \$6,010,382          | \$7,062,471       |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 69.50             | 70.45             | 70.45                | 72.25             |

### Summary of Key Funding/Service Issues

**Locating Utility Lines in the Field:** New Florida legislation requires the field location of all utilities be identified for any contractor who is working in a public right-of-way. This has caused a large increase in line locations being requested. The demand has surpassed the ability of staff to respond and still meet the demand to repair traffic equipment. An additional Traffic Signal Tech I position will provide full-time coverage for line locations, respond to emergency trouble calls, and repair stockpiled traffic equipment. This year the total cost of outsourcing these repairs will approximate \$44,160. A savings of \$25,000 will be realized by utilizing this position for the in-house repair of equipment. **Estimated Fiscal Impact: \$26,852.**

**Road Striping and Traffic Control:** The road striping program requires an additional Traffic Maintenance Worker to complete three full time crews that install and refurbish pavement markings, and to address the seven month backlog of pavement marking work. Also, new FDOT regulations require certified traffic controllers for traffic in work zones on public roads.. One-half the cost of this position will be charged to the Road Program. **Estimated Fiscal Impact: \$20,743.**

**Definition of Program and Services**

To structurally repair, maintain, inspect, and operate 9 movable bridges, 241 fixed bridges, 21 pedestrian bridges and 10 golf cart overpasses. This program also provides for the construction of concrete sidewalks and pathways, ramps for the handicapped, intersection improvements, countywide guardrail installation, and 24-hour emergency service. Primary services include:

- ◆ movable bridge repair, maintenance and operation;
- ◆ fixed bridge repair;
- ◆ bridge inspection;
- ◆ sidewalk improvements; and
- ◆ guardrail installation and repair.

**Program Objectives for FY 1997**

1. Upgrade bridges to comply with FDOT standards for barrier wall heights and guardrail specifications.
2. Install 35,000 linear feet of new guardrail.
3. Complete 75 bridge inspections.

| PERFORMANCE MEASURES                   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Bridges upgraded to new FDOT standards | n/a               | n/a             | n/a                     | n/a               | 40                |
| Linear feet of guardrail installed     | 34,482            | +155%           | n/a                     | 25,000            | 35,000            |
| Square yards of concrete installed     | 7,330             | +247%           | n/a                     | 6,000             | 6,000             |
| Bridges inspected                      | 56                | +47%            | n/a                     | 50                | 75                |



| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| User Fees/Charges            | \$4,032           | \$3600            | \$3600               | \$3760            |
| Inter-Departmental Charges   | 45,391            | 70,544            | 58,296               | 49,920            |
| Other                        | 9,160             | -                 | 1,226                | -                 |
| TOTAL                        | \$58,583          | \$74,144          | \$63,122             | \$53,680          |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$2,311,228       | \$2,445,875       | \$2,484,376          | \$2,593,839       |
| Operating Expenses           | 525,390           | 589,797           | 612,882              | 781,086           |
| Capital Outlay               | 1,171,114         | 1,311,986         | 939,300              | 560,658           |
| Debt Service                 | 3,400             | 3,929             | 3,929                | 3,929             |
| Non-Operating                | (210)             | 162,500           | 113,135              | 150,000           |
| TOTAL                        | \$4,010,922       | \$4,514,087       | \$4,153,622          | \$4,089,512       |
| STAFFING                     |                   |                   |                      |                   |
| Full Time Equivalents (FTEs) | 58.03             | 58.03             | 58.03                | 58.03             |

### Summary of Key Funding/Service Issues

**Sidewalk Repair and Replacement Costs Escalate:** Throughout the County, sidewalk repair and replacement is needed to protect the public from tripping and falling due to broken sidewalks. The cost of concrete and other materials for sidewalk repair and replacement projects is constantly increasing and can no longer be absorbed in the Bridge Program's materials budget, which has not increased since FY 1993. Approximately \$45,000 per year is now being spent on concrete projects. **Estimated Fiscal Impact: \$45,000.**

**Bridge Requires New Emergency Generator:** The bascule bridge located at S.E. 15th Avenue in Boynton Beach requires a new emergency generator. Replacing this generator will ensure the safety of and uninterrupted service to the public, as well as maintaining access for marine and vehicular traffic during an evacuation. The existing generator

was installed in 1959. It has become increasingly difficult to obtain replacement parts when repairs are necessary. **Estimated Fiscal Impact: \$100,000.**

**New Bridge Barrier and Guardrail Standards:** There are approximately 185 County maintained bridges which do not meet the revised Florida Department of Transportation requirements for either barrier wall height or guardrail standards. Each year a few bridges are upgraded as funds are available from other projects. Acceleration of upgrades is required in order to better ensure the safety of the public. A five year program at an additional cost of \$150,000 per year has been developed to accomplish upgrades of all bridges in a more timely manner. **Estimated Fiscal Impact: \$150,000.**



**Definition of Program and Services**

To ensure conformance to the engineering standards of the Unified Land Development Code; provide engineering support to the Zoning Division; administer the County's subdivision and platting ordinance in conformity with the comprehensive land use plan; and ensure that Traffic Engineering Standards are conformed with in the land use planning process. Primary services include:

- ◆ process permit applications and review construction plans and plats for residential and commercial subdivisions;
- ◆ process permit applications, review plans, and issue permits for construction in County rights-of-way;
- ◆ review and prepare recommendations for approval on all rezoning and site plan applications;
- ◆ process, review and comment on all subdivision variance applications; and
- ◆ review proposed revisions to the County's Comprehensive Plan.

**Program Objectives for FY 1997**

1. Increase the percentage of first-comments letters (summary of application deficiencies) sent for residential and commercial subdivision permit applications within 30 working days from 80% to 85%.
2. Decrease the average time to process a County road construction permit from 12 to 10 working days.

| PERFORMANCE MEASURES   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % first-comments letters sent within 30 working days of receipt of application   | n/a               | n/a             | n/a                     | 80%*              | 85%               |
| Average days to process permits for construction in County rights-of-way         | n/a               | n/a             | n/a                     | 12*               | 10                |
| Zoning petitions reviewed  | 131               | -55%            | n/a                     | 115               | 115               |
| Development Review Committee petitions reviewed                                  | 427               | n/a             | n/a                     | 430               | 430               |
| Permits issued for: construction in County right-of-way, drainage, and utilities | 541               | +13%            | n/a                     | 480               | 480               |
| *estimate  |                   |                 |                         |                   |                   |



| FINANCIAL & STAFFING SUMMARY    | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other Licenses, Permits & Taxes | \$725,200         | \$745,750         | \$602,750            | \$640,750         |
| User Fees/Charges               | 2,873             | 2,250             | 2,500                | 2,350             |
| Inter-Departmental Charges      | 279,966           | 281,432           | 264,689              | 266,149           |
| Other                           | 12,769            | 3,175             | 8,296                | 4,975             |
| TOTAL                           | \$1,020,808       | \$1,032,607       | \$878,235            | \$914,224         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$1,283,486       | \$1,423,610       | \$1,337,105          | \$1,465,336       |
| Operating Expenses              | 550,097           | 733,823           | 657,882              | 827,080           |
| Capital Outlay                  | 48,112            | 12,284            | 15,557               | 29,334            |
| Debt Service                    | 2,125             | 2,455             | 2,455                | 2,455             |
| Non-Operating                   | (301)             | -                 | -                    | -                 |
| TOTAL                           | \$1,883,519       | \$2,172,172       | \$2,012,999          | \$2,324,205       |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 25.70             | 26.78             | 26.78                | 27.23             |

### Summary of Key Funding/Service Issues

In 1990, 509 Board of County Commissioners' agenda items were processed by the Land Development Division. Many of these items pertained to the administration of the Subdivision Ordinance and involved approving plats for recordation, contracts for construction of required improvements, and executing land development permits. In 1990, Land Development began a five-year effort to reduce the number of items requiring Board action by identifying actions of a routine nature which could be administratively approved by the County Engineer. From February 1990 to September 1995, five separate ordinance amend-

ments were approved, granting the County Engineer authority to approve specific actions which previously required Board approval.

The five-year effort has been greatly successful. In FY 1997, Land Development expects to process as few as ten Board actions relating to the land development process and 275 administrative actions. The benefits of eliminating unnecessary Board actions are two-fold: the County eliminates many hours of review and processing time per action, and the developers are served in an average of seven to ten days rather than five to six weeks.

**Definition of Program and Services**

To maintain drainage systems throughout the County. Primary services include:

- ◆ evaluate chronic drainage problem areas and recommend solutions;
- ◆ maintain swales and culverts;
- ◆ install and repair culverts, gutters, and drainage structures;
- ◆ maintain drainage inlets and ditches; and
- ◆ stormwater drainage.

**Program Objectives for FY 1997**

1. Establish the number of linear feet of swale maintained annually and the cost of maintaining swales.
2. Establish the number of linear feet of drainage ditches maintained and the cost of maintaining ditches.

| PERFORMANCE MEASURES                          | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Linear feet of ditches maintained             | n/a               | n/a             | n/a                     | n/a               | n/a*              |
| Cost to maintain swales per linear foot       | n/a               | n/a             | n/a                     | n/a               | n/a*              |
| Linear feet of drainage ditches<br>maintained | n/a               | n/a             | n/a                     | n/a               | n/a*              |
| Cost to maintain ditches per linear foot      | n/a               | n/a             | n/a                     | n/a               | n/a*              |
| *to be established in future budget years     |                   |                 |                         |                   |                   |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$504          | \$450          | \$450             | \$667          |
| Inter-Departmental Charges   | 198,414        | 228,495        | 179,468           | 190,185        |
| Other                        | 1,341          | -              | 1,295             | 60             |
| Interfund Transfers          | -              | -              | -                 | 5,604          |
| TOTAL                        | \$200,259      | \$228,945      | \$181,213         | \$196,516      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,117,525    | \$1,223,689    | \$1,172,314       | \$1,247,156    |
| Operating Expenses           | 443,750        | 571,821        | 539,748           | 553,145        |
| Capital Outlay               | 193,924        | 201,005        | 303,460           | 204,275        |
| Debt Service                 | 425            | 491            | 491               | 491            |
| Non-Operating                | (450)          | -              | -                 | -              |
| TOTAL                        | \$1,755,174    | \$1,997,006    | \$2,016,013       | \$2,005,067    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 27.35          | 27.35          | 27.35             | 27.35          |

### Summary of Key Funding/Service Issues

**Ditch Maintenance Less Costly Using Herbicides:** Prior to 1993, spraying to control the growth of aquatic weeds was fully funded through the Environmental Resources Management Department (ERM). As a cost reduction measure, ERM has significantly limited the spraying program in recent years. This has increased the need to clean

ditches as a drainage maintenance measure. Because ditch cleaning is much more costly than spraying, it has been decided to substitute spraying for cleaning wherever possible. The Department plans to increase the level of spraying and has increased the existing level of funding for this purpose. **Estimated Fiscal Impact: \$15,000.**

**Definition of Program and Services**

To operate and maintain the South Lake Worth Sand Transfer Plant and participate in a joint project with the Town of Palm Beach to establish the North Lake Worth Sand Transfer Plant. Sand transfer requires day, night and weekend operation as dictated by weather conditions or routine preventive maintenance. Historically, the volume of pumping within the season (October through March) varies from 30,000 to 70,000 cubic yards. Pumping is restricted by State permit, and can only be done when winds are from the north or northeast and material has been moved into the pumping area. Emergencies are addressed within two hours.

Prior to May 1996, the North Inlet Transfer Plant had not pumped sand from the inlet for five years, and has a larger engine and pump than the South Inlet Transfer Plant. These factors affected the amount of sand initially pumped, and the annual quantity. Primary services include:

- ◆ re-furbish adjacent beaches; and
- ◆ aid in maintaining channel depth in inlets.

| PERFORMANCE MEASURES                     | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Cubic yards of sand pumped - North Inlet | 0                 | n/a             | n/a                     | 100,000           | 80,000            |
| Cubic yards of sand pumped - South Inlet | 30,720            | n/a             | n/a                     | 50,000            | 50,000            |



| <b>FINANCIAL &amp;<br/>STAFFING SUMMARY</b> | <b>1994-95<br/>Actual</b> | <b>1995-96<br/>Budget</b> | <b>1995-96<br/>Estimated</b> | <b>1996-97<br/>Budget</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| <b>REVENUES GENERATED</b>                   |                           |                           |                              |                           |
| User Fees/Charges                           | \$504                     | \$450                     | \$450                        | \$470                     |
| Inter-Departmental Charges                  | 6                         | -                         | 13                           | -                         |
| Other                                       | 2                         | 131,445                   | 132,000                      | 166,000                   |
| <b>TOTAL</b>                                | <b>\$512</b>              | <b>\$131,895</b>          | <b>\$132,463</b>             | <b>\$166,470</b>          |
| <b>APPROPRIATIONS</b>                       |                           |                           |                              |                           |
| Personal Services                           | \$213,699                 | \$259,847                 | \$260,037                    | \$267,984                 |
| Operating Expenses                          | 148,289                   | 130,826                   | 94,158                       | 133,342                   |
| Capital Outlay                              | 5,913                     | 438                       | 447                          | 1,140                     |
| Debt Service                                | 425                       | 491                       | 491                          | 491                       |
| <b>TOTAL</b>                                | <b>\$368,326</b>          | <b>\$391,602</b>          | <b>\$355,133</b>             | <b>\$402,957</b>          |
| <b>STAFFING</b>                             |                           |                           |                              |                           |
| Full Time Equivalents (FTEs)                | 4.49                      | 4.49                      | 4.49                         | 4.49                      |

### **Summary of Key Funding/Service Issues**

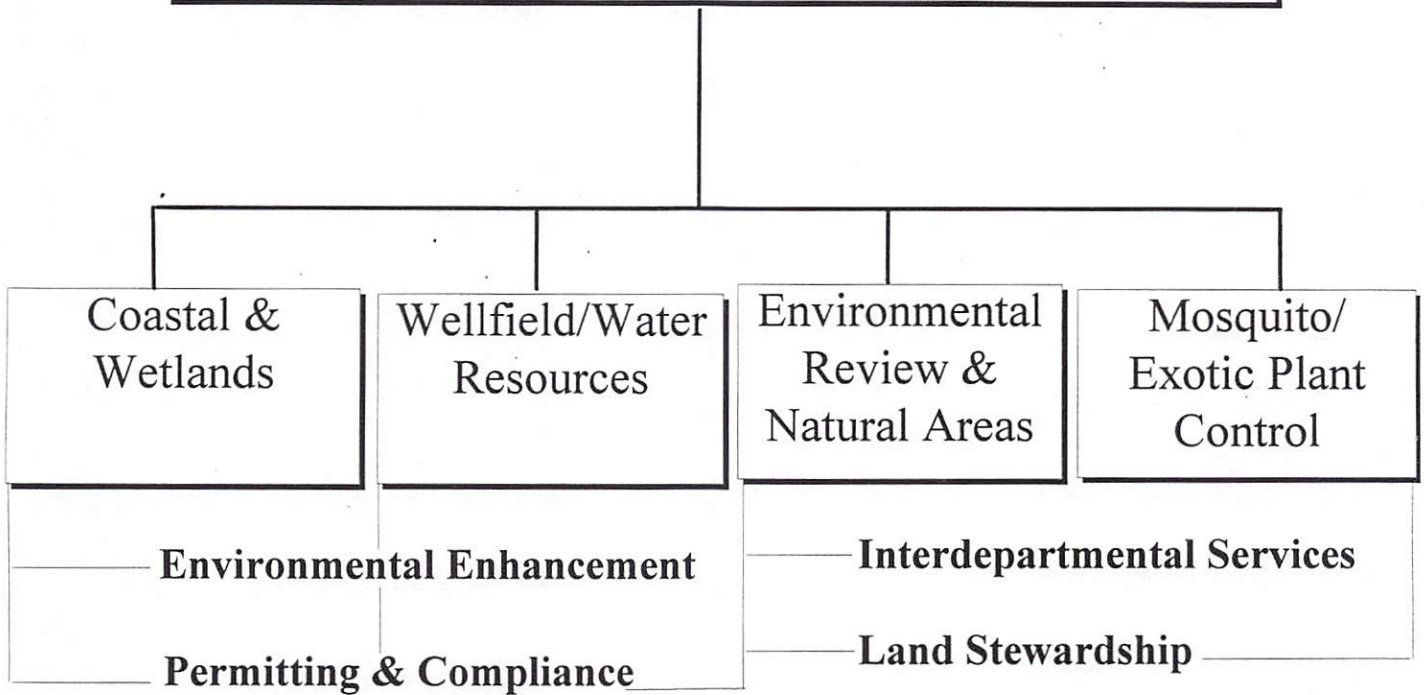
**Sand Transfer Plant Agreement:** In July 1994, the County entered into an interlocal agreement with the Town of Palm Beach to provide for the rehabilitation, maintenance and operation of the existing Lake Worth Inlet sand transfer plant (North Inlet) through at least September 1999. As part of

the agreement, the Town agreed to replace the submerged discharge lines, which are essential to the operation of the plant. Delays in the completion of this replacement also delayed the onset of pumping. The North Inlet plant became operational in May 1996.





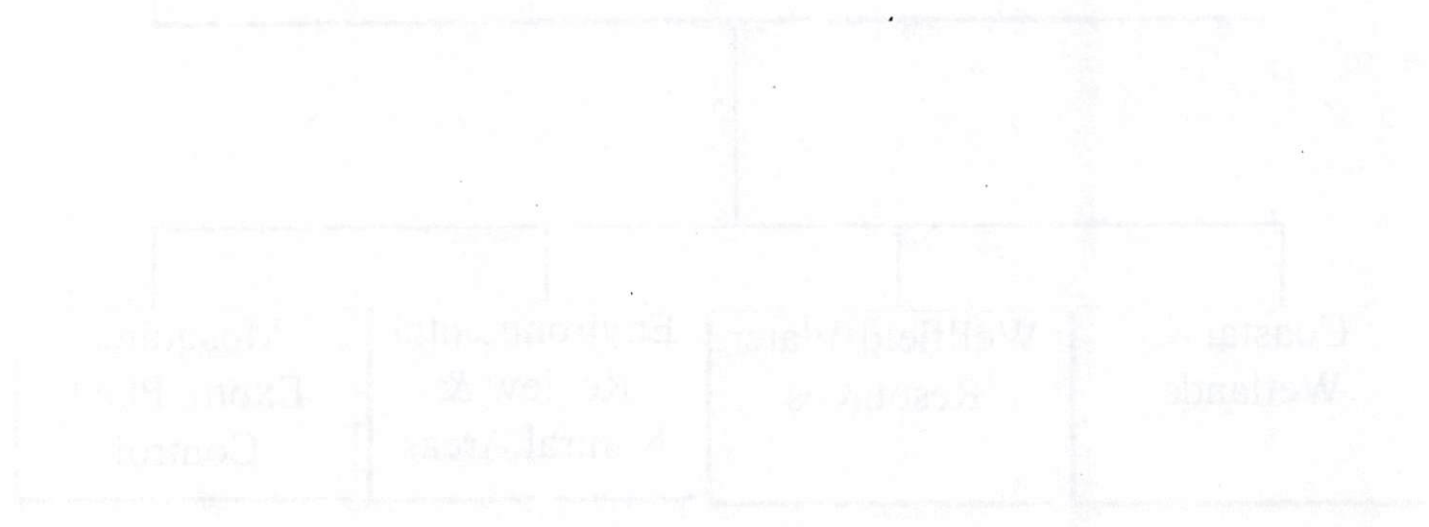
# Environmental Resources Management



101 Positions

# Environmental Resources

## Management



Environmental Policy

Resource Policy

Environmental Planning

Resource Planning



### Mission

To establish, maintain, and implement programs for the protection, preservation, and enhancement of the land and water resources of Palm Beach County. Through the accomplishment of this mission, the Department will promote the quality of environment, continued health, safety, and general welfare of residents and visitors of Palm Beach County.

### Summary of Services/Facilities

The many diverse services provided by the Department of Environmental Resources Management (ERM) generally fall within four major program areas. These program areas include Environmental Permitting and Compliance,

Interdepartmental Services, Environmental Enhancement and Land Management. The services provided range from annual permitting to major land acquisition and construction projects.

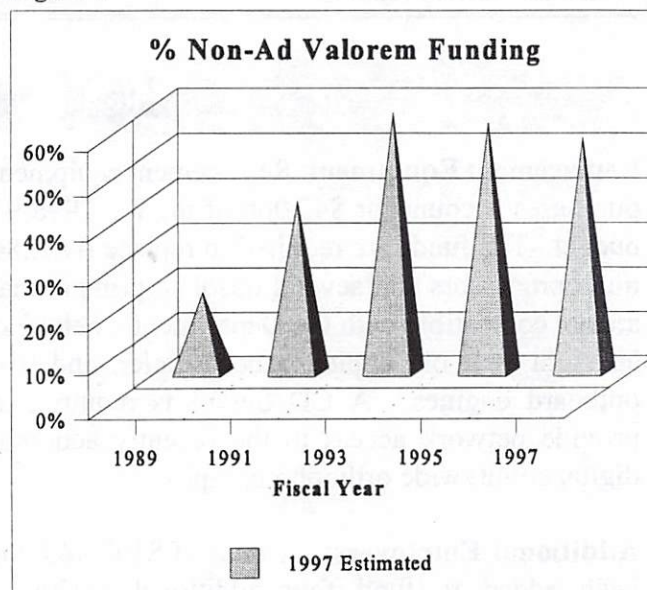
### Trends and Issues

**Customer Service:** In an effort to identify strengths and weaknesses related to the quality of services provided, four individual surveys of different services were completed in fiscal year 1996. The Survey questions focused on file review services, petroleum cleanup technical services, artificial reef use and environmental (vegetation, excavation, zoning process) reviews. Survey results showed that customer service is generally rated highly, with response time being the factor rated most important to respondents.

**Changes in Funding Availability:** Potential reductions in State and Federal funding may impact several program areas. Currently, the Shoreline Protection Program anticipates federal funding for several capital projects. State funding is also anticipated for the Shoreline Protection Program as well as the Environmental Enhancement and Pollutant Storage Tank Cleanup and Compliance Programs. Program funding from non-ad valorem sources has increased over the years 1989 to 1993 and remained fairly stable through FY 1996 as indicated in **Figure 1**. It is anticipated that approximately 53% of the total operating budget will be funded from non-ad valorem sources in FY

1997. However, many uncertainties exist with regard to potential legislation, both state and federal, which would significantly impact the Department's ability to maintain an adequate level of service.

Figure 1





| FINANCIAL & STAFFING SUMMARY    | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|---------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED              |                |                |                   |                |
| Other Licenses, Permits & Taxes | \$606,615      | \$570,687      | \$560,808         | \$570,381      |
| Grants                          | 100,352        | 25,366         | 150,790           | 75,366         |
| User Fees/Charges               | 2,470,977      | 2,525,999      | 2,850,952         | 1,884,734      |
| Inter-Departmental Charges      | 647,492        | 692,390        | 602,550           | 960,885        |
| Other                           | 1,468,569      | 1,860,362      | 2,283,094         | 2,253,630      |
| Interfund Transfers             | -              | -              | 25,000            | -              |
| TOTAL                           | \$5,294,005    | \$5,674,804    | \$6,473,194       | \$5,744,996    |
| APPROPRIATIONS                  |                |                |                   |                |
| Personal Services               | \$4,029,040    | \$4,619,882    | \$4,483,568       | \$5,095,642    |
| Operating Expenses              | 2,479,872      | 3,844,740      | 3,325,222         | 3,381,341      |
| Capital Outlay                  | 115,128        | 182,290        | 168,300           | 95,000         |
| Non-Operating                   | -              | 699,939        | -                 | 1,005,571      |
| TOTAL                           | \$6,624,040    | \$9,346,851    | \$7,977,090       | \$9,577,554    |
| STAFFING                        |                |                |                   |                |
| Positions                       | 97             | 97             | 97                | 101            |
| Full Time Equivalents (FTEs)    | 97.00          | 97.00          | 97.00             | 101.00         |

| PERFORMANCE MEASURES     | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|--------------------------|----------------|--------------|----------------------|----------------|----------------|
| Volunteer hours          | 1,899          | n/a          | n/a                  | 2,000          | 2,200          |
| % non ad valorem funding | 55.8%          | 54%          | n/a                  | 57%            | 53%            |

### Significant Changes From Prior Year

**Replacement Equipment:** Replacement equipment purchases account for \$42,000 of the FY 1996-97 budget. The funds are required to replace five 286 microprocessors and several obsolete printers that are not compatible with the Department's network, an eight year old copier, a boat trailer, and two outboard engines. A CD Server is required to provide network access to the recently acquired digital countywide orthophotography.

**Additional Employees:** A total of \$159,443 has been added to fund four additional positions. During fiscal year 1996-97, it is anticipated that

approximately 50% of the cost of these positions will be offset by non-ad valorem sources. Two Vegetation Management Workers have been added to the Mosquito/Exotic Plant Control Division and are 100% non-ad valorem funded. The remaining two positions are staffed with technical expertise to update and maintain the Department's computer technology. These positions are partially offset by non-ad valorem sources in FY 1996-97. Additionally, \$134,591 has been included to transfer two existing positions from grant to ad valorem funding.



**Definition of Program and Services**

The restoration and enhancement of the natural resources of Palm Beach County. The Environmental Enhancement Program has become a major component of the County's environmental protection efforts as mandated by the Comprehensive Plan. Primary services include:

- ◆ creation of artificial reefs;
- ◆ enhancement and restoration of upland and wetland habitats;
- ◆ water quality improvements to natural water bodies;
- ◆ restoration of coastal dunes;
- ◆ nourishment of beaches and shores; and
- ◆ remediation of contaminated soil and groundwater.

**Program Objectives for FY 1997**

1. Increase tonnage of artificial reefs by 200 tons to 3,700 tons.
2. Enhance or restore 8 acres of wetlands.
3. Plant or arrange for the planting of 100,000 trees.
4. Increase the number of habitat and water quality improvement projects by one.
5. Restore 8 acres of coastal dunes.
6. Increase the moving average of sand added to beaches by 15,000 cubic yds. to 715,000 cubic yards.
7. Complete the number of contamination cleanup project tasks required by the state contract for services.

| PERFORMANCE MEASURES                            | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Tonnage of artificial reef projects             | 7,625             | 4,600 (avg.)    | n/a                     | 3,500             | 3,700             |
| Acres of uplands and wetlands restored/enhanced | 7                 | 4.8 (avg.)      | n/a                     | 29                | 8                 |
| Trees planted                                   | n/a               | n/a             | n/a                     | 80,000            | 100,000           |
| Water quality improvement projects              | 2                 | n/a             | n/a                     | 2                 | 3                 |
| Cubic yards of sand added to beaches            | n/a               | n/a             | n/a                     | 700,000           | 715,000           |
| Contamination cleanup project tasks             | 260               | n/a             | n/a                     | 158               | 90                |

| FINANCIAL & STAFFING SUMMARY    | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|---------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED              |                |                |                   |                |
| Other Licenses, Permits & Taxes | \$345,976      | \$340,000      | \$250,000         | \$250,000      |
| Grants                          | -              | 25,366         | 25,000            | 75,366         |
| User Fees/Charges               | 1,908,856      | 1,967,824      | 2,318,336         | 1,355,726      |
| Inter-Departmental Charges      | 449,200        | 492,345        | 492,072           | 629,779        |
| Other                           | 935,421        | 1,221,553      | 1,328,721         | 1,255,020      |
| Interfund Transfers             | -              | -              | 25,000            | -              |
| TOTAL                           | \$3,639,453    | \$4,047,244    | \$4,439,129       | \$3,565,891    |
| APPROPRIATIONS                  |                |                |                   |                |
| Personal Services               | \$1,694,923    | \$1,887,248    | \$1,512,119       | \$1,611,092    |
| Operating Expenses              | 1,664,300      | 2,343,500      | 2,380,894         | 1,815,155      |
| Capital Outlay                  | 50,855         | 71,324         | 57,334            | 36,108         |
| Non-Operating                   | -              | 699,939        | -                 | 777,871        |
| TOTAL                           | \$3,410,078    | \$5,002,011    | \$3,950,346       | \$4,240,226    |
| STAFFING                        |                |                |                   |                |
| Full Time Equivalents (FTEs)    | 28.30          | 30.20          | 30.20             | 30.00          |

### Summary of Key Funding/Service Issues

**Funding:** In the past several years, County efforts to obtain federal and state funding to complete enhancement projects have been very successful. Proposed reductions in the level of state and federal participation in beach restoration, contamination cleanup and other types of enhancement projects may require the identification of additional funding sources or the scaling back of these programs.

**Beach Nourishment:** The goal is to increase the moving average of sand added to County beaches by 15,000 cubic yards to 715,000 cubic yards, as shown in **Figure 2**.

**Artificial Reef:** The goal is to increase the tonnage of artificial reefs by 200 tons to 3,700 tons and to include ships attractive to divers as shown in **Figure 3**.

Figure 2

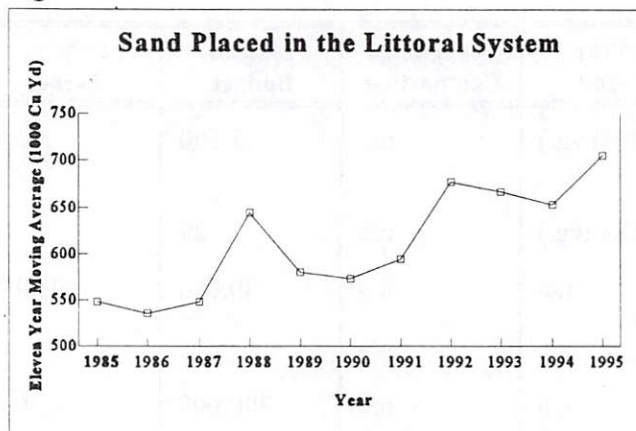
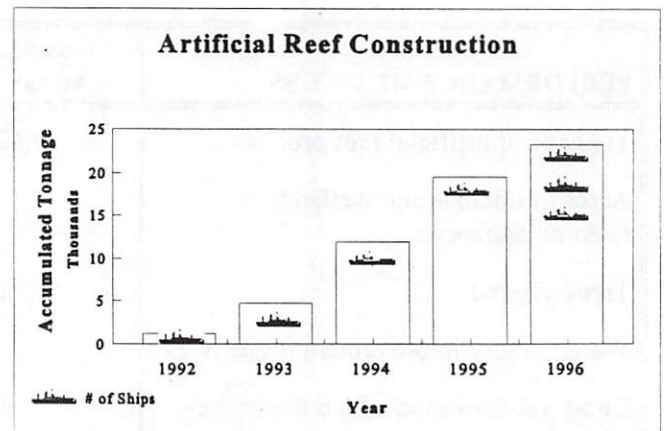


Figure 3





**Definition of Program and Services**

Environmental technical support program for other departments, private citizens, and ERM-managed natural areas. Primary services include:

- ◆ environmental site assessments, audits, project reviews and technical support for other County departments;
- ◆ preserve monitoring and land management activities for other County departments; and
- ◆ environmental file reviews and reports for private citizens.

**Program Objectives for FY 1997**

1. Complete 100% of environmental audits within 30 days.
2. Respond to 100% of requests for services within 5 days.
3. Complete 100% of required reports.
4. Complete 100% of file review reports within 15 working days.

| PERFORMANCE MEASURES                                       | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % of environmental audits completed within 30 days.        | 88%               | n/a             | n/a                     | 95%               | 100%              |
| % of requests for services responded to within 5 days.     | n/a               | n/a             | n/a                     | n/a               | 100%              |
| % of required reports completed.                           | n/a               | n/a             | n/a                     | n/a               | 100%              |
| % of file review reports completed within 15 working days. | n/a               | n/a             | n/a                     | n/a               | 100%              |
| Environmental audits                                       | 27                | n/a             | n/a                     | 28                | 29                |

| <b>FINANCIAL &amp;<br/>STAFFING SUMMARY</b> | <b>1994-95<br/>Actual</b> | <b>1995-96<br/>Budget</b> | <b>1995-96<br/>Estimated</b> | <b>1996-97<br/>Budget</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| REVENUES GENERATED                          |                           |                           |                              |                           |
| User Fees/Charges                           | -                         | \$33                      | -                            | -                         |
| Inter-Departmental Charges                  | -                         | -                         | \$40,000                     | \$159,845                 |
| TOTAL                                       | -                         | \$33                      | \$40,000                     | \$159,845                 |
| APPROPRIATIONS                              |                           |                           |                              |                           |
| Personal Services                           | \$15,096                  | \$21,521                  | \$191,357                    | \$333,648                 |
| Operating Expenses                          | 6,529                     | 2,815                     | 10,273                       | 30,890                    |
| Capital Outlay                              | 2,387                     | 8,631                     | 8,631                        | 9,428                     |
| Non-Operating                               | -                         | -                         | -                            | 12,552                    |
| TOTAL                                       | \$24,013                  | \$32,967                  | \$210,261                    | \$386,518                 |
| STAFFING                                    |                           |                           |                              |                           |
| Full Time Equivalents (FTEs)                | 4.40                      | 6.50                      | 6.50                         | 6.70                      |

**Summary of Key Funding/Service Issues****Enhanced Interdepartmental Services:**

Continued population growth in Palm Beach County will result in a need for more environmental assessments and land management and monitoring support for other County departments. Future pollutant storage tank systems replacements and/or

upgrades at County facilities will be required to remain in compliance with federal and state statutes. It is anticipated that additional staff needed in the future for increased environmental services provided to other departments would be funded through chargebacks to those departments.



**Definition of Program and Services**

Acquisition, management, and preparation for passive public recreational use of Natural Areas acquired under the Environmentally Sensitive Lands Acquisition Program. Control of disease-carrying and pestiferous mosquitoes and invasive exotic pest plants. Primary services include:

- ◆ Natural Area land acquisition and management;
- ◆ preparation of management plans;
- ◆ construction of natural area passive public use facilities; and
- ◆ control of mosquitoes and invasive exotic pest plants.

**Program Objectives for FY 1997**

1. Acquire at least one new Natural Area.
2. Prepare a management plan for each Natural Area within two years of completing acquisition of site.
3. Construct Natural Area public use facilities within three years of completing acquisition of site.
4. Treat 868,200 acres by aerial spraying, 11,000 acres by ground spraying, and 2,000 acres with larviciding for mosquitoes.
5. Reduce invasive exotic plants to less than 1% of total plant coverage on 80% of treated sites.

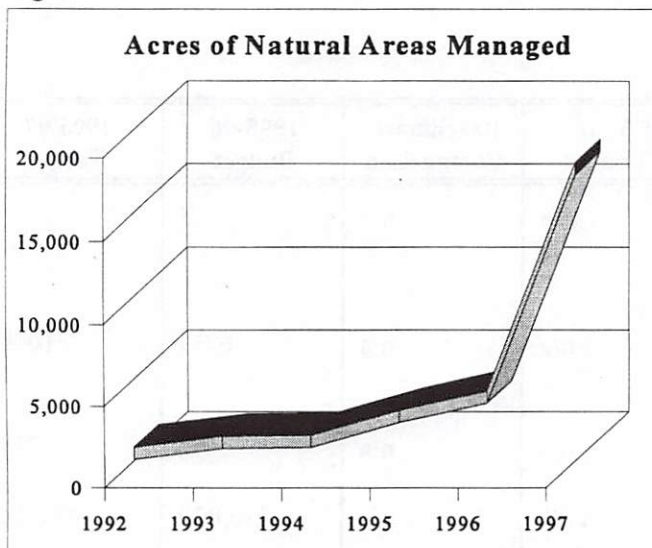
| PERFORMANCE MEASURES   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Natural Areas acquired   | 2                 | n/a             | n/a                     | 3                 | 1                 |
| % of management plans prepared within 2 yrs. of completing site acquisition      | 100%              | n/a             | n/a                     | 67%               | 100%              |
| % of public-use facilities constructed within 3 yrs. of site acquisition         | n/a               | n/a             | n/a                     | 50%               | 75%               |
| Acres of land treated for mosquitoes   | 1,049,307         | +17%            | n/a                     | 730,000           | 881,200           |
| % of exotic plant control sites with <1% invasive coverage 1 yr. after treatment | n/a               | n/a             | n/a                     | n/a               | 80%               |

| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$100,352      | -              | \$125,790         | -              |
| User Fees/Charges            | -              | \$128          | 19                | -              |
| Inter-Departmental Charges   | 60,065         | \$40,200       | 40,200            | \$171,261      |
| Other                        | 11,730         | -              | 312,118           | 351,302        |
| TOTAL                        | \$172,147      | \$40,328       | \$478,127         | \$522,563      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$641,361      | \$841,512      | \$1,117,101       | \$1,240,571    |
| Operating Expenses           | 614,281        | 571,771        | 714,531           | 729,421        |
| Capital Outlay               | 10,213         | 33,477         | 33,477            | 13,754         |
| Non-Operating                | -              | -              | -                 | 218,796        |
| TOTAL                        | \$1,265,854    | \$1,446,760    | \$1,865,110       | \$2,202,542    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 26.20          | 24.80          | 24.80             | 27.70          |

### Summary of Key Funding/Service Issues

**Acquisition of Natural Areas:** Additional stewardship staff is required as the acreage of natural areas acquired increases and site development and operation activities begin. See Figure 4.

Figure 4



**Stewardship Funds:** Additional sources of funds will need to be developed for long-term management of the natural areas acquired. The Natural Areas Stewardship Endowment Fund currently totals \$1,018,000. A long-term goal is to develop this fund so that interest generated would be adequate to meet management needs.

**Aerial Adulticiding:** Increased aerial adulticiding will be required as more residential development occurs west of Florida's turnpike.

**Exotic Plant Control:** An increase in the number of natural areas acquired and increased invasion of exotic plants on these areas will require additional stewardship staff and expenditures for chemicals.



**Definition of Program and Services**

Environmental assessment, permitting, compliance and land development review activities necessary for implementation of natural resource protection programs and enforcement of related laws, regulations and codes. Primary services include:

- ◆ inspections;
- ◆ compliance enforcement;
- ◆ complaint investigations; and
- ◆ monitoring land development planning and review.

**Program Objectives for FY 1997**

1. Reduce the number of non-compliance issues by 10%.
2. Reduce action time for non-compliance by 50%.
3. Complete 100% of permitting activities within 90 days.
4. Complete 85% of complaint investigations within 7 days.
5. Complete 100% of monitoring activities within required time frames.
6. Complete 100% of reviews within required time frames.

| PERFORMANCE MEASURES   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % of non-compliance letters resolved within 120 days of inspection | n/a               | n/a             | n/a                     | n/a               | 80%               |
| % of notices/letters processed within 15 days                      | n/a               | n/a             | n/a                     | n/a               | 85%               |
| % of permits issued within 90 days                                 | n/a               | n/a             | n/a                     | n/a               | 85%               |
| Complaints   | n/a               | n/a             | n/a                     | 120               | 120               |
| % of complaint investigations initiated within 7 days              | n/a               | n/a             | n/a                     | n/a               | 85%               |
| % of monitoring activities meeting required time frames            | n/a               | n/a             | n/a                     | n/a               | 100%              |
| % of reviews completed within required time frames                 | n/a               | n/a             | n/a                     | n/a               | 100%              |

| FINANCIAL & STAFFING SUMMARY    | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|---------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED              |                |                |                   |                |
| Other Licenses, Permits & Taxes | \$260,639      | \$230,687      | \$310,808         | \$320,381      |
| User Fees/Charges               | 562,121        | 558,014        | 532,597           | 529,008        |
| Inter-Departmental Charges      | 138,227        | 159,845        | 30,278            | -              |
| Other                           | 521,418        | 638,809        | 642,255           | 647,308        |
| TOTAL                           | \$1,482,405    | \$1,587,355    | \$1,515,938       | \$1,496,697    |
| APPROPRIATIONS                  |                |                |                   |                |
| Personal Services               | \$1,677,660    | \$1,869,601    | \$1,662,991       | \$1,910,331    |
| Operating Expenses              | 194,762        | 926,654        | 219,524           | 805,875        |
| Capital Outlay                  | 51,673         | 68,858         | 68,858            | 35,710         |
| Non-Operating                   | -              | -              | -                 | (3,648)        |
| TOTAL                           | \$1,924,096    | \$2,865,113    | \$1,951,374       | \$2,748,267    |
| STAFFING                        |                |                |                   |                |
| Full Time Equivalents (FTEs)    | 38.10          | 35.50          | 35.50             | 36.60          |

### Summary of Key Funding/Service Issues

**Applications Processed:** Site specific requirements and requirements provided through regulations were identified through the review process. A goal of the review process is to provide better protection of the environment by responding to potential problems before work commences. See **Figure 5**.

**Compliance Inspections:** The consistency of compliance inspections provides a barometer for determining the level of adherence in the community with state and county laws and regulations. Additional education is provided to the public through regular compliance and follow-up inspections. See **Figure 6**.

Figure 5

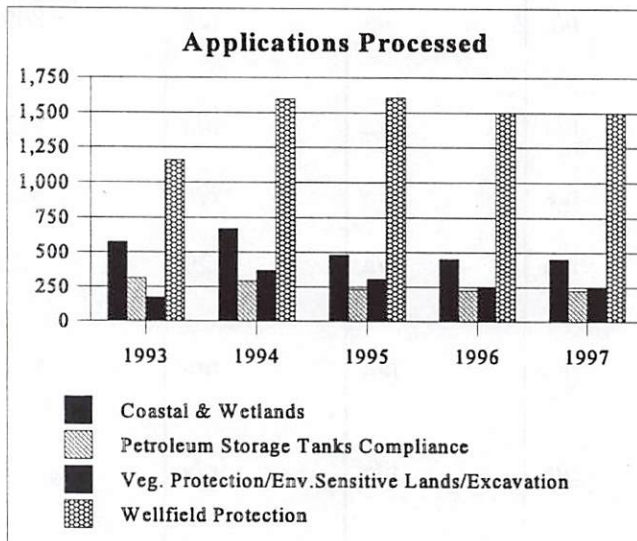
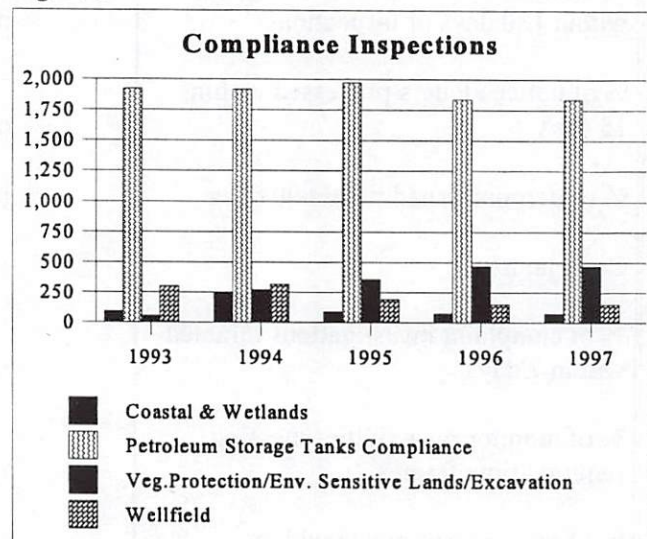
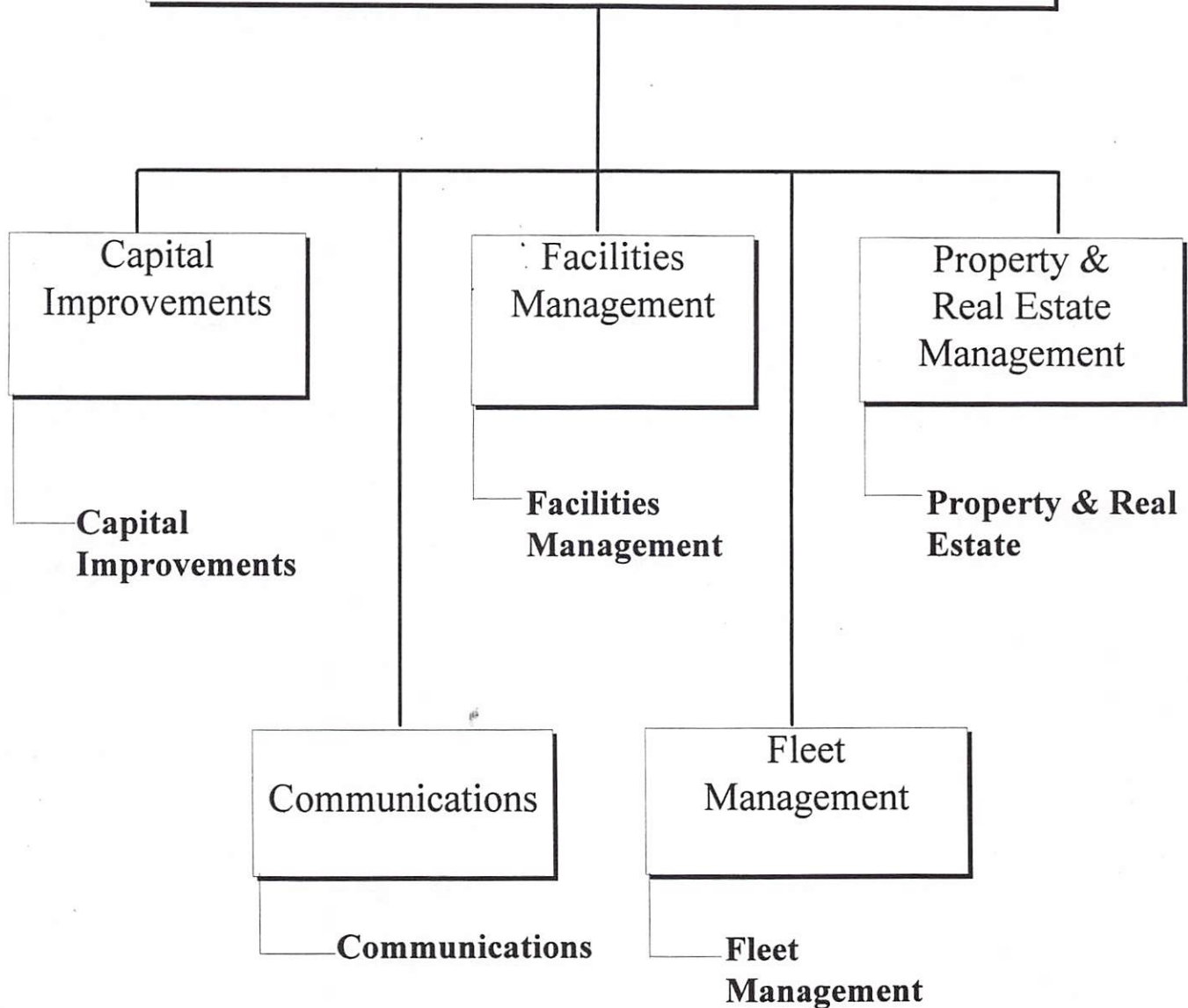


Figure 6





# Facilities Development & Operations



371 Positions

# Facilities & Operations



1st Position



### Mission

To build and operate facilities development projects and undertake facilities and fleet operations that meet the highest quality test in both the short and long term. To define quality as cost effectiveness and operational appropriateness when measured by the public, the user and the community. To use each individual's experience and knowledge to create high performance teams.

### Summary of Services/Facilities

The Facilities Development and Operations Department is responsible for siting, building and operating the County's physical plants, major equipment, fleet and communications systems. Five departmental programs fulfill these responsibilities: Property and Real Estate Management, Capital Improvements, Communications, Facilities Management and Fleet Management. These

programs service County agencies as well as Constitutional Officers and several State agencies. The Department is responsible for the implementation of hundreds of capital projects annually and the maintenance and operations of more than 600 structures and a fleet of over 3,000 vehicles.

### Trends and Issues

**Industry Involvement:** During the past two years, the Department has focused on involving industry in all of its programs. Partnerships with industry have resulted in cost savings, reduced number of bid protests and construction claims, increased participation by minority businesses, reduced delivery times and increased quality and life of the product delivered. Continuing these existing partnerships and developing new relationships will be especially critical in the coming years when County funding constraints and favorable private market conditions will require the County to find new ways of doing business while utilizing all available resources.

**Seamless Provision of Facility Services:** In order to increase customer service, the Department is working toward the seamless provision of facilities services. By fully accepting these responsibilities, customers, the other County and State agencies will be able to focus their efforts on fulfilling their missions. They will then hold this Department as

the single entity accountable for managing facilities related issues. Single point accountability, responsiveness and effective communications are the three areas of highest customer concern. In certain program areas, additional staffing is required to adequately maintain the assets as well as provide the level of interaction and response time desired by the customers.

**Integration of Capital Asset Management Systems with Operating Systems:** Each program has automated its individual operation. As a result, separate automated systems exist for capital asset management systems and work order/accounting systems. In order to properly forecast and plan for future resource requirements and maximize the utilization of existing resources, an integrated fiscal, operating and capital management system is necessary. Funds are currently allocated for the design of such a system and additional resources will be required to fully integrate the system.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | -              | \$280,000      | \$280,000         | -              |
| User Fees/Charges            | \$157,783      | 886,918        | 862,981           | \$1,026,814    |
| Fines & Forfeitures          | -              | 600            | 600               | 600            |
| Inter-Departmental Charges   | 3,794,491      | 4,865,738      | 4,754,386         | 5,518,679      |
| Other                        | 2,944,619      | 2,636,212      | 2,530,115         | 3,880,554      |
| Central Services Charges     | 10,343,283     | 11,958,492     | 13,188,407        | 15,361,583     |
| TOTAL                        | \$17,240,176   | \$20,627,960   | \$21,616,489      | \$25,788,230   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$14,012,345   | \$15,738,943   | \$15,656,002      | \$16,976,011   |
| Operating Expenses           | 10,615,036     | 13,405,292     | 13,966,958        | 16,608,092     |
| Capital Outlay               | 4,241,532      | 5,219,331      | 3,403,168         | 6,257,760      |
| Debt Service                 | 102,694        | 102,695        | 102,695           | 8,558          |
| Non-Operating                | (376,192)      | 1,097,645      | (92,150)          | 2,211,632      |
| TOTAL                        | \$28,595,415   | \$35,563,906   | \$33,036,673      | \$42,062,053   |
| STAFFING                     |                |                |                   |                |
| Positions                    | 344            | 357            | 360               | 371            |
| Full Time Equivalents (FTEs) | 337.85         | 350.85         | 355.10            | 366.10         |

**Preventative Maintenance and Aging Assets:**

With the significant development of County facilities taking place in the late 80's and early 90's, the bulk of the County's facilities is approaching critical periods in the lives of its major and critical building systems and equipment. Tough decision making, in both financial and daily operations management, will be required to maximize the effective useful lives of the systems and equipment. In lieu of additional manpower, the Department will face significant challenges in balancing its resources between preventive maintenance, trouble calls, and user demands which are often "wants" as opposed to "needs."

**New Facilities Online:** During FY 1997, an additional six new facilities will be brought on line and will require maintenance services by the Department. Ten additional positions will be required to maintain these facilities. Of these new positions, nine will be offset by revenues from non-BCC departments or non-ad valorem sources.

**Increase in Repair and Maintenance Costs:** The additional facilities constructed and occupied in FY 1996 will require increases in the repair and maintenance budget lines to service the additional building systems and equipment. The largest increases to this line will be a result of 1) unique life safety and electronic systems requiring specialized bench stock and testing equipment; and 2) aging building systems and equipment.

**Procurement Services:** Revisions to the Purchasing Ordinance and efforts to decentralize responsibility for various procurement activities have resulted in a significant increase in the Department's workload associated with procurement activities, particularly in the area of minor construction activities and manufacture install. The Department will continue to improve procurement processes so that additional staffing is not required while ensuring payment times are kept to a minimum. Increasing M/WBE participation and M/WBE development will be a key focus of the Department. This will be accomplished by



dedicating resources directly to this end, and educating those resources with specific knowledge

relating to the goods and services procured by the Department.

### Significant Changes from Prior Years

Following are supplemental funding increases included in the FY 1996-97 budget for Facilities, Development and Operations:

- **Communications:** New telephone services at existing and three new facilities; maintenance agreement for equipment no longer under warranty; maintenance and equipment for central recording system ; and maintenance of fire alarm systems and electronic security system for main judicial facility **Fiscal Impact: \$301,300**
- **Fleet Management:** New repair site at Delray Water Utilities. **Fiscal Impact: \$145,000**
- **Facilities Management:** Janitorial services and maintenance equipment for new Judicial Garage; one new position for South region, and four new positions for the North and West regions. **Fiscal Impact: \$269,400**
- **Facilities Management Criminal Justice Complex:** Five new positions to maintain the Sheriff's facilities. **Fiscal Impact: \$169,000**
- **Parking:** Three new positions for the new Judicial Parking Garage and engineering services to evaluate the structural integrity of the Governmental Garage.

**Definition of Program and Services**

Capital Improvements provides a full range of architectural, engineering, contract and project management services directed toward insuring the highest possible quality and value in the design and construction of all County capital projects. Primary services include:

- ◆ prepare specifications and design plans for capital projects;
- ◆ administer bids and other procurement related activities for capital projects;
- ◆ administer capital project construction activity.

**Program Objectives for FY 1997**

1. Continue to improve the capital project implementation process through the utilization of proven, effective program management techniques.
2. Expand the use of customer driven designs to increase customer satisfaction as reflected in a reduction in the value of user initiated change orders.
3. Fully implement the partnering program with industry on all projects greater than \$1,000,000 through constructability reviews, value analysis and construction incentive programs to increase the quality of the buildings and reduce overall costs.

| PERFORMANCE MEASURES                             | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Consultant agreements executed                   | 128               | n/a             | n/a                     | 33                | 100               |
| Value of consultant agreements executed          | \$2,321,903       | n/a             | n/a                     | \$250,990         | \$2,500,000       |
| Construction projects in progress                | 141               | n/a             | n/a                     | 13                | 50                |
| Value of construction projects in progress       | n/a               | n/a             | n/a                     | \$32,637,009      | \$25,000,000      |
| Value/percentage of user initiated change orders | n/a               | n/a             | n/a                     | 2%                | 2%                |
| Overall percentage of M/WBE participation        | n/a               | n/a             | n/a                     | 10%               | 12%               |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Inter-Departmental Charges      | \$653,380         | \$1,226,411       | \$1,124,299          | \$1,347,970       |
| TOTAL                           | \$653,380         | \$1,226,411       | \$1,124,299          | \$1,347,970       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$1,379,595       | \$1,301,458       | \$1,400,284          | \$1,466,781       |
| Operating Expenses              | 77,384            | 93,375            | 87,302               | 81,810            |
| Capital Outlay                  | 20,491            | 19,050            | 19,050               | 13,800            |
| Non-Operating                   | (284,043)         | -                 | -                    | -                 |
| TOTAL                           | \$1,193,427       | \$1,413,883       | \$1,506,636          | \$1,562,391       |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 21.91             | 21.91             | 25.91                | 22.91             |

### Summary of Key Funding/Service Issues

**Developability and Environmental Surveys:** The Department will continue its evaluation of the existing and pending environmental conditions (technical, commercial and legislative) for the purpose of identifying opportunities for increased developability of County lands and reduced developmental costs.

**Construction Market Conditions:** The construction market conditions in the private sector and Palm Beach County are generally favorable which results in reduced interest in County work, thus driving project costs upward. Creative design, procurement, and construction solutions are necessary, with the assistance of industry, in order to implement the capital program within previously established budgets.

**Definition of Program and Services**

Communications provides telephone, radio, fire alarm, audio and security systems services to departments and agencies under the Board of County Commissioners and Constitutional Officers. Primary services include:

- ◆ develop, install and on-support of cost effective and efficient communications systems and networks;
- ◆ provide maintenance for all communications related systems;
- ◆ conduct technical and user needs assessment and develop project specification;
- ◆ prepare and administer procurement related activities for equipment and support services;
- ◆ manage installation of equipment and services;
- ◆ manage and optimize an extensive communications backbone network consisting of over 3,500 circuits.

**Program Objectives for FY 1997**

1. Manage a comprehensive electronic security system program for the Judicial Center to achieve zero percent unscheduled downtime.
2. Upgrade telephone systems to latest releases of software and program to handle new area codes and exchanges (specifically the 407/561 area code change by May 1, 1997).
3. Continue to administer, monitor and support centralized courtroom recording in the Courthouse in order to achieve zero percent downtime during Court hours.
4. Provide new communication systems support for County departments in: Telephone < 7.5 days; Radio < 6.7 days; and Fire Alarm < 2 days.

**Summary of Key Funding/Service Issues**

**Judicial Center Courthouse Security System Maintenance:** The settlement reached with the contractors for the Judicial Center will require additional efforts for the completion and maintenance of that facility's security system. Maintenance can be provided by an outside vendor via a maintenance contract or in-house with the addition of staff and equipment. These issues were addressed in FY 1996 with long term plans to be developed within the next 12 months.

**Locking Control Systems Software:** It is planned that the maintenance of the computerized systems for locking controls at the detention facilities will be managed by Communications. Additional requirements of personnel, software maintenance, and equipment purchases are included in the FY 1996-97 budget, and shall be offset by increases in the revenues received from the Sheriff's Office.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Inter-Departmental Charges   | \$169,645      | \$320,160      | \$264,410         | \$264,410      |
| Other                        | 4,073          | -              | 2,828             | -              |
| TOTAL                        | \$173,718      | \$320,160      | \$267,238         | \$264,410      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,305,115    | \$1,521,975    | \$1,458,249       | \$1,606,055    |
| Operating Expenses           | 1,558,722      | 1,745,050      | 1,734,268         | 1,970,710      |
| Capital Outlay               | 48,905         | 90,140         | 89,950            | 163,400        |
| Debt Service                 | 102,694        | 102,695        | 102,695           | 8,558          |
| Non-Operating                | (92,149)       | (92,150)       | (92,150)          | (7,679)        |
| TOTAL                        | \$2,923,287    | \$3,367,710    | \$3,293,012       | \$3,741,044    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 32.08          | 33.08          | 33.08             | 34.08          |

| PERFORMANCE MEASURES   | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|--|----------------|--------------|----------------------|----------------|----------------|
| Communications Work Orders (CWO) processed                           | 2,175          | n/a          | n/a                  | 2,425          | 2,500          |
| Average days to complete CWO:  |                |              |                      |                |                |
| Telephone  | 9.6            | n/a          | n/a                  | 7.6            | 7.5            |
| Radio  | 9.8            | n/a          | n/a                  | 6.7            | 6.2            |
| Fire Alarm   | 2.4            | n/a          | n/a                  | 2.0            | 2.0            |
| Trouble reports received   | 3,509          | n/a          | n/a                  | 3,655          | 3,600          |
| Average hours to correct Communications trouble reported:            |                |              |                      |                |                |
| Telephone  | 7.3            | n/a          | n/a                  | 7.3            | 7.1            |
| Radio  | 6.2            | n/a          | n/a                  | 9.7            | 9.5            |
| Fire Alarm   | 3.5            | n/a          | n/a                  | 2.5            | 3.0            |
| Audio  | 2.3            | n/a          | n/a                  | 2.3            | 2.0            |
| Systems/devices maintained:  |                |              |                      |                |                |
| Telephone  | 5,956          | n/a          | n/a                  | 5,700          | 5,700          |
| Radio  | 1,334          | n/a          | n/a                  | 1,450          | 1,450          |
| Fire Alarm   | 99             | n/a          | n/a                  | 100            | 100            |
| Audio  | 237            | n/a          | n/a                  | 254            | 254            |
| Percent of uptime of central recording system in the Judicial Center | n/a            | n/a          | n/a                  | n/a            | 100%           |

**Definition of Program and Services**

Facilities Management operates and maintains County facilities and provides associated services to County, Constitutional Officers and the public. Primary services include:

- ◆ preventative and corrective maintenance, as well as replacement of equipment and systems in County owned buildings;
- ◆ custodial services in designated facilities;
- ◆ security personnel services (including day and night manned posts, patrol services and security surveys); and;
- ◆ management of the County's downtown parking facilities.

**Program Objectives for FY 1997**

1. Avoid the premature and unnecessary deterioration of County assets by increasing the percentage of preventative maintenance performed from an average of 15% to 18% annually.
2. Increase customer satisfaction through responsiveness to work requests by decreasing average response time by one day, decreasing number of service callbacks and number of custodial complaints by 20%.
3. Evaluate existing parking assignments and operating procedures and develop required new procedures to accommodate the opening of the Judicial Center Garage by June 1997.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Maintenance cost per square foot                                      | \$1.65            | n/a             | n/a                     | \$1.57            | \$1.65            |
| Response time to work orders (days)                                   | 15                | n/a             | n/a                     | 12                | 11                |
| Cleaning cost per square foot   | \$0.84            | n/a             | n/a                     | \$0.85            | \$0.85            |
| Custodial complaints  | 123               | n/a             | n/a                     | 196               | 100               |
| Ratio of preventative maintenance to corrective maintenance performed | n/a               | n/a             | n/a                     | n/a               | 4:1               |
| Security surveys conducted  | 8                 | n/a             | n/a                     | 10                | 11                |
| Yearly expenditure per parking space                                  | \$444             | n/a             | n/a                     | \$418             | \$418             |
| Public parkers accommodated   | 210,996           | n/a             | n/a                     | 226,000           | 226,000           |



| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| User Fees/Charges            | \$157,783         | \$886,918         | \$862,981            | \$1,026,814       |
| Fines & Forfeitures          | -                 | 600               | 600                  | 600               |
| Inter-Departmental Charges   | 2,971,466         | 3,319,167         | 3,336,265            | 3,906,299         |
| Other                        | 187,523           | 6,848             | 7,460                | 7,306             |
| TOTAL                        | \$3,316,772       | \$4,213,533       | \$4,207,306          | \$4,941,019       |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$8,250,866       | \$9,355,932       | \$9,378,784          | \$10,211,504      |
| Operating Expenses           | 4,066,991         | 5,269,552         | 5,188,989            | 6,081,023         |
| Capital Outlay               | 32,482            | 217,003           | 196,448              | 165,153           |
| TOTAL                        | \$12,350,339      | \$14,842,487      | \$14,764,221         | \$16,457,680      |
| STAFFING                     |                   |                   |                      |                   |
| Full Time Equivalents (FTEs) | 206.21            | 218.21            | 218.46               | 231.46            |

### Summary of Key Funding/Service Issues

**Staffing:** Prior year reductions in base budget positions lengthened response time and lowered the level of maintenance service in general. Additional staff is required to alter this trend, and to accommodate the impact of new buildings being brought online in FY 1997.

**Central Service Decentralization:** Action has been initiated to further decentralize many administrative and fiscal functions of Facilities Management's central offices to the regions (e.g. purchasing activities, asset and maintenance databases, etc.). This will require staff restructuring and reassignment of some personnel. Once fully implemented, response times should decrease and unnecessary duplication will free up resources for other assignments.

**Judicial Center Garage:** This facility will be operational in FY 1997 or early FY 1998. Operating procedures and staffing levels will need to be revisited and will result in three additional staff positions. The employee stipend issue and parking fees will need to be addressed when parking becomes available for all downtown employees.

**Maintenance Management System (MMS):** The automated MMS currently in use is outdated (limited capability and capacity). A new, multi-station, client server system was funded and the selection process is on-going. A new MMS is expected to be operational by early FY 1997.

**Procurement and Project Implementation Group (PPIG):** This group was established to procure services for Facilities Management and other Departments as well as coordinate renovation/replacement/repair projects that are either beyond the Division's in-house capabilities or can be accomplished more cost effectively or timely by outside vendors. All facilities "non-capital special projects" are also managed by this group.

**Courthouse Security:** The Security Personnel Office will be responsible for the continued development of procedures for the Judicial Center. This includes the oversight and administration of both the working agreement with PBSO for on-site patrol security personnel, the contract with the screening vendor, and on-going administration of the key control and lock maintenance program.



**Definition of Program and Services**

Fleet Management is an internal service agency which manages the County's fleet management program. Primary services include:

- ◆ manage the equipment/vehicle policy fund which includes specifications, acquisitions, assignment, funding and disposal;
- ◆ provide preventive (PM) and corrective (CM) maintenance services on vehicles and equipment; and
- ◆ purchase fuel and manage County fueling sites.

**Program Objectives for FY 1997**

1. Maintain equipment availability at 95% by increasing the ratio of PM to CM by 3%.
2. Reduce the overhead charge on fueling services by 15%.
3. Reduce the average age of County equipment by one-half year through continued effective management of the policy fund.
4. Improve fueling convenience for customers by adding three additional fueling sites.
5. Maintain the labor rate charge at or lower than the industry standard by measuring productivity based on billable hours.

| PERFORMANCE MEASURES                                   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Percent scheduled repairs vs all repairs completed     | 47%               | n/a             | n/a                     | 50%               | 50%               |
| Labor rate (\$/hour)                                   | \$37              | n/a             | n/a                     | \$41              | \$43              |
| Productivity (% of billable hours vs. available hours) | 106%              | n/a             | n/a                     | 100%              | 100%              |
| Equipment availability (%)                             | 95%               | n/a             | n/a                     | 95%               | 95%               |
| Vehicles/equipment per mechanic                        | 90                | n/a             | n/a                     | 90                | 90                |
| Replacement policy - average age of equipment (years)  |                   |                 |                         |                   |                   |
| On road  | n/a               | n/a             | n/a                     | 4                 | 3.5               |
| Off road   | n/a               | n/a             | n/a                     | 5                 | 4.5               |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | -                 | \$280,000         | \$280,000            | -                 |
| Other                           | \$2,753,023       | 2,629,364         | 2,519,827            | \$3,873,248       |
| Central Services Charges        | 10,343,283        | 11,958,492        | 13,188,407           | 15,361,583        |
| TOTAL                           | \$13,096,306      | \$14,867,856      | \$15,988,234         | \$19,234,831      |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$2,384,909       | \$2,768,941       | \$2,674,084          | \$2,907,553       |
| Operating Expenses              | 4,705,256         | 6,025,332         | 6,705,032            | 8,202,160         |
| Capital Outlay                  | 4,134,589         | 4,883,788         | 3,088,370            | 5,905,807         |
| Non-Operating                   | -                 | 1,189,795         | -                    | 2,219,311         |
| TOTAL                           | \$11,224,754      | \$14,867,856      | \$12,467,486         | \$19,234,831      |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 63.00             | 63.00             | 63.00                | 63.00             |

### Summary of Key Funding/Service Issues

**PBSO Fuel Purchases:** The Department began purchasing fuel on behalf of the Sheriff's Office and managing its fuel service program. As a result, the budget line for fuel increased by 20% and will be offset by revenues from the Sheriff. Due to this, the overhead charge for fuel services will decrease by 20% to BCC users.

**New Satellite Repair Facility:** A Fleet Management satellite repair facility and fueling station was included in the construction of the Water Utilities Southern Region Operations and

Maintenance Complex. This will reduce transit time to obtain preventative and corrective maintenance service for vehicles in this area. Staffing will be accomplished within the current complement. A one time expenditure of approximately \$150,000 will be required for equipment.

**Additional Fueling Facilities:** New fueling facilities (included in the FY 1996 budget) will be operational in North County and in Belle Glade.

**Definition of Program and Services**

Property and Real Estate Management provides a full range of real estate services to departments and agencies under the Board of County Commissioners and Constitutional Officers. Primary services include:

- ◆ acquire property and dispose of surplus properties;
- ◆ administer leases for County leased facilities;
- ◆ coordinate of civic site acquisitions and use; and
- ◆ respond to public inquires/complaints concerning County property.

**Program Objectives for FY 1997**

1. Increase disposition/exchange of surplus properties by 10%.
2. Increase utilization of civic sites by 50%.
3. Continue to acquire additional properties at or below appraised value.

| PERFORMANCE MEASURES  | 1994-95<br>Actual  | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget  | 1996-97<br>Target  |
|---|--------------------|-----------------|-------------------------|--------------------|--------------------|
| Properties acquired (purchased, dedicated or long term lease)                 | 26                 | n/a             | n/a                     | 5                  | 22                 |
| Acquisitions avoided through the use of civic sites                           | 0                  | n/a             | n/a                     | 2                  | 0                  |
| Number/percentage of County funded property acquired at/below appraised value | 25/96%             | n/a             | n/a                     | 5/100%             | 22/100%            |
| Revenues generated from sale/cash out of surplus/civic site properties        | \$1,204,383        | n/a             | n/a                     | \$1,750,000        | \$860,500          |
| Amount/percent of lease revenues collected                                    | \$488,242/<br>100% | n/a<br>n/a      | n/a<br>n/a              | \$391,960/<br>100% | \$391,970/<br>100% |
| Cost avoidance due to exchange of County property                             | \$964,050          | n/a             | n/a                     | \$1,750,000        | 0                  |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Inter-Departmental Charges      | -                 | -                 | \$29,412             | -                 |
| TOTAL                           | -                 | -                 | \$29,412             | -                 |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$691,860         | \$790,637         | \$744,601            | \$784,118         |
| Operating Expenses              | 206,683           | 271,983           | 251,367              | 272,389           |
| Capital Outlay                  | 5,065             | 9,350             | 9,350                | 9,600             |
| TOTAL                           | \$903,608         | \$1,071,970       | \$1,005,318          | \$1,066,107       |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 14.65             | 14.65             | 14.65                | 14.65             |

### **Summary of Key Funding/Service Issues**

**Special Projects:** Acquisitions which arise outside of the Capital Improvement Program such as the potential purchase of the Town of Golfview, the Braves/Expos spring training stadium, the Convention Center, PBSO Motorpool facility and assistance with School Board joint use projects continue to impact upon P.R.E.M.'s ability to timely complete projects which are programmed within the CIP. No additional staffing is requested due to the inability to forecast how many such projects will be encountered in any given year.

**Surplus Property Dispositions:** Revenues from the sale of County properties are decreasing as the more valuable properties in the inventory have been

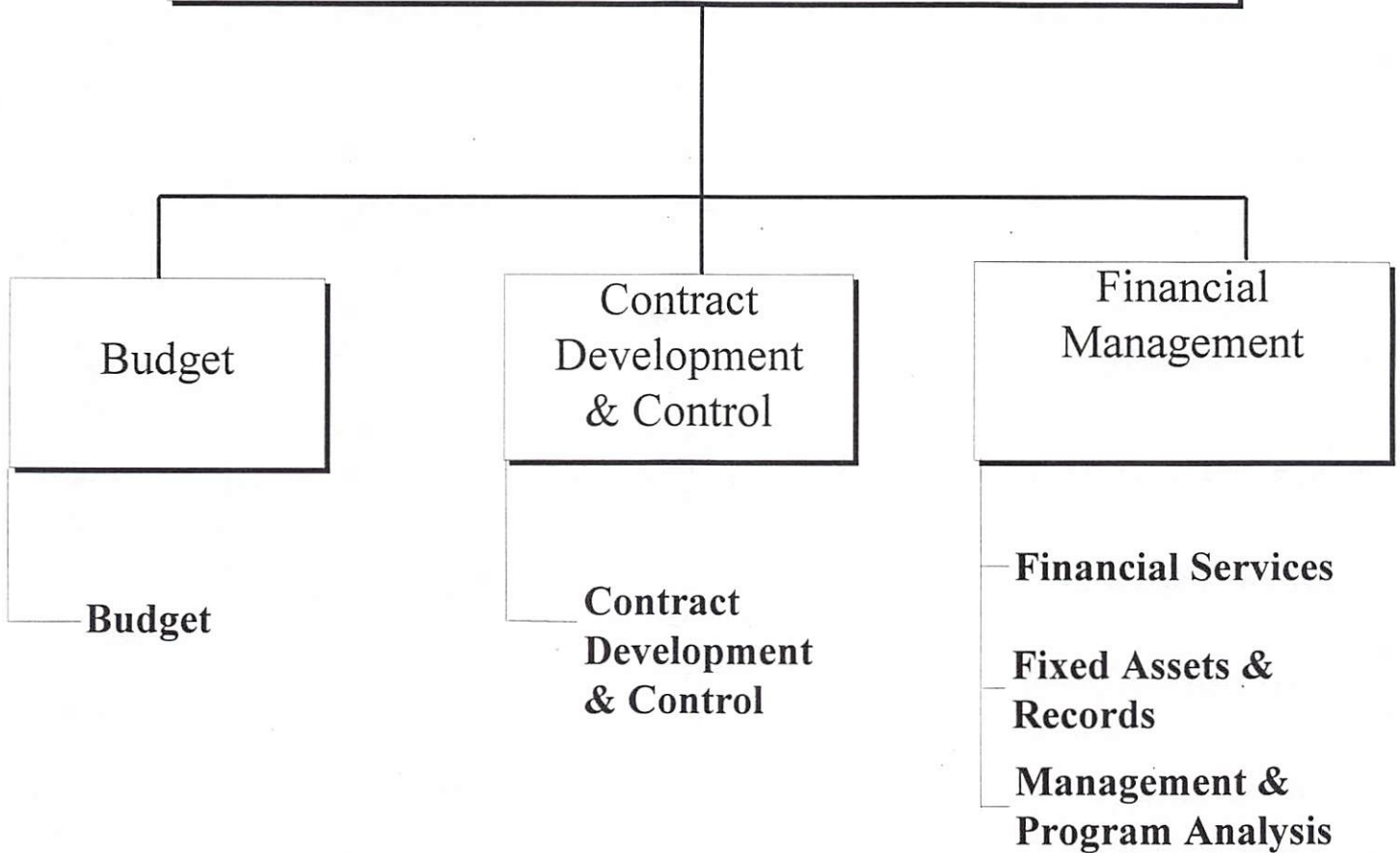
sold or are being used for County purposes. The less valuable/desirable properties are taking substantially more staff time to sell or give away.

**Impact of Limited Capital Funding:** In the past years when limited capital funds have been available for land acquisition, P.R.E.M. has been requested to maintain the same level of acquisitions in support of future development projects. In addition to creating an "undocumented" workload, the impact is multiplied as the complexity of these transactions increases two and threefold.





# Office of Financial Management & Budget



40 Positions





### Mission

To maintain the sound financial condition of County government by providing management with timely and accurate decision-making information regarding policy and operating issues; advising the Board of County Commissioners and the County Administrator on the availability and allocation of fiscal resources; monitoring and reporting budget and operational performance; conducting independent studies for improvement; establishing financial policies and procedures to govern operating practices; and providing centralized control over County assets, records, and contractual obligations.

### Summary of Services/Facilities

The Office of Financial Management and Budget (OFMB) is responsible for the direction, administration, and evaluation of the County's financial management systems. Primary services involve: preparing and administering the annual budget; providing advice and assistance to County staff; evaluating the fiscal impact of Board agenda items; conducting studies of County programs and assisting with the implementation of recommended improvements; planning for future financing needs; developing countywide financial policies;

maximizing the collection of monies due the County; preparing and reviewing formal contracts; administering the impact fee ordinance; conducting periodic inventories and reconciliations of fixed assets; and administering the records management program.

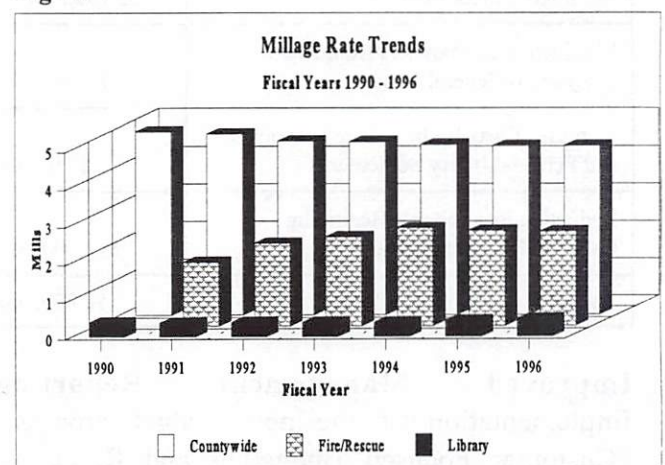
OFMB is comprised of three Divisions: Budget, Contract Development and Control (CDC), and Financial Management.

### Trends and Issues

**Pressure on Ad Valorem Tax Rate:** The property tax millage for Countywide taxes has been reduced for the past seven consecutive years. Millages applicable to library and fire-rescue services have increased as new facilities were placed in service. **Figure 1** shows the trend of millage rates. During the five year period 1990 - 1995, Palm Beach County's population grew by more than 102,000 residents (11.7%). This growth generates additional demands for services and facilities. Palm Beach County has responded by building a new courthouse, jail, additional parks, libraries, fire stations and other public projects designed to take the County well into the 21st century.

Previous budget strategies have enabled the County to avoid increasing its countywide ad valorem rate. Without an increase in the millage rate for FY 1996-

Figure 1



97, the organization may find it necessary to draw down reserves to maintain base budget funding. Some of the more significant factors that add to this year's budget difficulties are listed in **Figure 2**.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$79,297       | \$85,000       | \$85,000          | \$85,000       |
| Other                        | 125            | 105,000        | 97,000            | 130,000        |
| TOTAL                        | \$79,422       | \$190,000      | \$182,000         | \$215,000      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,920,514    | \$2,263,043    | \$2,213,555       | \$2,334,967    |
| Operating Expenses           | 427,123        | 650,857        | 555,947           | 698,025        |
| Capital Outlay               | 104,790        | 24,497         | 36,462            | 84,500         |
| TOTAL                        | \$2,452,427    | \$2,938,397    | \$2,805,964       | \$3,117,492    |
| STAFFING                     |                |                |                   |                |
| Positions                    | 40             | 40             | 40                | 40             |
| Full Time Equivalents (FTEs) | 40.00          | 40.00          | 40.00             | 40.00          |

| PERFORMANCE MEASURES                 | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|--------------------------------------|----------------|--------------|----------------------|----------------|----------------|
| Bond ratings (Moody's)               | AA             | AA           | A1                   | AA             | AA             |
| Overall customer satisfaction rating | n/a            | n/a          | n/a                  | n/a            | n/a            |

Figure 2

| Significant Budget Factors  |                 |
|---|-----------------|
| Budget Factor   | Fiscal Impact   |
| Reduction in Base Revenues due to Wellington Incorporation            | \$5,100,000/yr. |
| Elimination of Transfers from Road Program to General Fund            | \$6,600,000     |
| Increased Casualty Insurance Premiums and Personal Injury Settlements | \$750,000       |
| Reduction in Available Beginning Balances Brought Forward             | \$12,000,000    |
| Impact of Save Our Homes  | \$2,800,000     |

**Improved Management Reporting:** Implementation of the new budget process - "Customer Focused Budgeting and Reporting" provides improved performance measures for departments to report on the status of program objectives and outcomes. Beginning in FY 1997, the Quarterly Report will be redesigned to focus on key measures of program outcomes as well as the

traditional narrative information regarding major projects and issues.

**Maintenance of Adequate Fund Balances:** Palm Beach County's AA bond rating places it among the elite of Florida's local governments in terms of creditworthiness. In order to keep (and perhaps improve) this rating, it is essential that adequate reserves and fund balances be maintained. Over the past year, several budgeted reserves have been increased as shown in **Figure 3**.

Figure 3

| Comparison of Funding Levels for Selected Reserves |             |             |
|--|-------------|-------------|
| Reserve Title                                      | FY 1992     | FY 1996     |
| Reserves for Balances Forward:                     |             |             |
| General Fund                                       | \$4,000,000 | \$8,000,000 |
| Fine & Forfeiture Fund                             | \$2,700,000 | 10,000,000  |
| Reserve for Tax Stabilization                      | \$0         | \$9,990,702 |

Although reserves were built-up over the past several years, the trend will be reversed in FY 1997.



The beginning fund balance for FY 1997 is projected to decrease by \$12.1 million compared to the preceding fiscal year. Further, one of the budget strategies to reduce tax requirements was to eliminate the Reserve for Tax Stabilization.

**In-house Collection Program:** A centralized collection program was established in OFMB in June 1995. In its first year of existence, the Collections Office collected approximately \$150,000 in outstanding amounts due the County. In addition, the Office has been instrumental in assuring that liens are filed on unpaid accounts. Through these liens, the County will realize "passive income" in future years.

During FY 1996-97, the Collections Office will continue to work with County departments in an effort to establish controls to minimize the number of accounts that become delinquent and to aggressively pursue collection of those accounts that have become delinquent.

**Projects Requiring Financial Expertise:** OFMB provides financial advice and assistance to departments and Administration on a variety of

projects and issues. Recent initiatives sponsored by or involving the County have had a substantial impact on the overall workload of the Department. Listed below are examples of major projects staffed by OFMB.

- PACE Program (agriculture easements)
- Customer Focused Budgeting & Reporting
- Bond Refinancing
- Technology Transformation Plan
- Convention Center
- Wellington Incorporation
- Baseball Stadium
- County Home Transfer
- Federal Budget Devolution
- School Concurrency

**Enhanced Level of Procurement Review:** OFMB/CDC has undertaken an enhanced role in the review of all procurement related documents, which assists the Purchasing Department in their drafting. The expertise provided by CDC will assist Purchasing in enhancing the quality of procurement documents for the County.

### **Significant Changes From Prior Year**

Purchase of hand held scanners for reading bar code tags on fixed asset items. **Fiscal Impact \$112,000.**

**Definition of Program and Services**

The Budget program prepares and administers the County's annual budget in accordance with Florida Statutes and policies of the Board of County Commissioners; and fulfills an oversight role on behalf of County Administration and the Board of County Commissioners. In addition, this program provides general advice and assistance to County departments, members of the public, media representatives, and other units of government. Primary services include:

- ◆ prepare the County's annual operating and capital budgets;
- ◆ analyze and process all changes to the adopted budget;
- ◆ plan for future operating and capital requirements;
- ◆ report quarterly on financial trends and issues, status of major projects, and departmental performance measurement data;
- ◆ review and comment on the fiscal impact of Board agenda items; and
- ◆ provide financial expertise, assistance, and information to the Board, Administration, departments, citizens, and media representatives.

**Program Objectives for FY 1997**

1. Redesign the financial forecast model to provide a more reliable estimate of future funding requirements.
2. Redesign the Quarterly Report and reduce report turnaround time to thirty working days.
3. Develop and issue a "popular budget reporting" format to accompany the annual budget document.
4. Achieve GFOA's "Especially Notable" designation in at least one of the four rating categories.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Agenda items reviewed   | 1,653             | n/a             | n/a                     | 2,000             | 1,800             |
| % agenda items requiring rework                                       | n/a               | n/a             | n/a                     | n/a               | 2%                |
| Budget transfers/amendments reviewed                                  | 1,283             | n/a             | n/a                     | 1,000             | 950               |
| Budget availability statements prepared                               | 774               | n/a             | n/a                     | 900               | 900               |
| Special projects/studies completed                                    | 77                | n/a             | n/a                     | 80                | 70                |
| Fiscal impact of projects/studies                                     | n/a               | n/a             | n/a                     | n/a               | \$50,000          |
| Avg. working days from end of qtr. to:<br>release of Quarterly Report | 55                | n/a             | n/a                     | 21                | 30                |
| release of Capital Project Report                                     | 49                | n/a             | n/a                     | 21                | 30                |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$802,247         | \$896,583         | \$934,327            | \$957,645         |
| Operating Expenses              | 138,274           | 182,562           | 167,691              | 189,676           |
| Capital Outlay                  | 25,906            | 5,500             | 16,646               | 6,400             |
| TOTAL                           | \$966,427         | \$1,084,645       | \$1,118,664          | \$1,153,721       |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 15.90             | 15.90             | 15.90                | 15.90             |

### Summary of Key Funding/Service Issues

**Quarterly Report to be Redesigned:** During the upcoming fiscal year, the Quarterly Report will be redesigned to focus on program objectives and key performance outcome measures. These reporting changes are being made in conjunction with the implementation of our new budget process (Customer Focused Budgeting and Reporting). The installation of a "wide area network" by Information Systems Services (ISS) will enable County departments to input information directly online thereby streamlining the compilation of report information.

**New Budget Process Refinements:** Next year's budget development process will incorporate lessons learned from the first year of utilizing the new budget format. For example, a separate "Budget Plan" will not be required prior to the submission of department/program summaries which present essentially the same information as the budget plan. Also, the budget development calendar will be revised to assure that the Management Team has adequate time to review departmental write-ups.

**Definition of Program and Services**

Contract Development and Control serves as the clearing house for coordinating all formal contracts in compliance with Board policies. Standardized contracts are developed by this Division to facilitate the initiation, completion and approval process. Primary services include:

- ◆ review contracts, agenda items/RFPs/bid documents;
- ◆ participate in contract negotiations by assisting with drafting and developing contracts;
- ◆ make site visits to departments to determine compliance with County policies relating to terms/conditions of contracts;
- ◆ compile M/WBE statistical data and COs/Amendment reports;
- ◆ maintain a database register for tracking, updating and monitoring contracts;
- ◆ provide quarterly reports to contract monitors;
- ◆ draft/review Countywide policies and procedures pertaining to contracts; and
- ◆ serve on Contract Review Committee, Engineering/Architectural Selection Committee, M/WBE Goal Setting Committee and Procurement Protest Committee.

**Program Objectives for FY 1997**

1. Perform 9 reviews of operational departments to evaluate contract procedures and verify compliance.
2. Provide reports on expiring contracts on a monthly basis to the management team and applicable department heads.
3. Expand the number of Contract workshop training sessions to County employees from two to four.

| PERFORMANCE MEASURES                   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Agenda items reviewed and processed    | 1,107             | n/a             | n/a                     | 1,590             | 1,260             |
| Agenda items requiring rework          | n/a               | n/a             | n/a                     | n/a               | 40                |
| COs, etc., reviewed and processed      | 1,045             | +608%           | n/a                     | 875               | 1,300             |
| New contracts reviewed and processed   | 445               | +197%           | n/a                     | 463               | 500               |
| \$ value (mil.) new contracts reviewed | n/a               | n/a             | n/a                     | n/a               | \$50              |
| Contracts monitored                    | 1,386             | n/a             | n/a                     | 1,440             | 2,000             |
| \$ value (mil.) of contracts monitored | \$733             | n/a             | n/a                     | \$762             | \$975             |
| Site visits to departments/divisions   | n/a               | n/a             | n/a                     | 8                 | 9                 |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$307,276         | \$350,479         | \$329,484            | \$357,082         |
| Operating Expenses              | 24,929            | 46,503            | 36,153               | 50,774            |
| Capital Outlay                  | 2,509             | 3,000             | 4,816                | 6,501             |
| TOTAL                           | \$334,714         | \$399,982         | \$370,453            | \$414,357         |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 6.50              | 6.50              | 6.50                 | 6.50              |

### Summary of Key Funding/Service Issues

**Revenue Generating Contracts:** During FY 1996-1997, OFMB/CDC will work with Departments to explore opportunities to enter into and develop revenue producing contracts to increase revenue to the County for staff generated concepts.

**Implementation of Contract Site Visits:** In FY 1995-96, OFMB/CDC commenced site visits to various County agencies to review contracting procedures. Expertise of CDC shared through an increased number of site visits for FY 1996-97 will assist the County in standardizing contracting procedures and documents, as well as enforcing compliance with Board policies.

**CDC Expands Review Role:** At the direction of the County Administrator, CDC has assumed a more active role in the front-end development of contracts, RFPs, IFBs, and other specification documents as well as participation on selection and negotiation committees. In addition, the Division was assigned responsibility for reviewing contracts that are executed at the staff level.

**Implementation of Monthly Expiration Reports:** In order to assist County agencies in the renewal of existing contracts in a timely manner, CDC has commenced furnishing the management team and department heads with monthly reports at three and six month intervals for expiring contracts.

**Definition of Program and Services**

Financial Services consists of Impact Fee Administration, County Collections and Debt Administration. Primary services include:

- ◆ provide general information about the Countywide Impact Fee Program to the staff, members of the public, and the development community;
- ◆ provide training to County and municipal staff on the assessment, collection, remittance and expenditure of impact fees;
- ◆ monitor outside collection contracts and evaluate the effectiveness of the collection agency;
- ◆ review and enhance County policies and procedures to identify and minimize past due debts;
- ◆ evaluate the fiscal impact and financing alternatives for long term financing of future capital projects;
- ◆ coordinate with the financial advisor in bond issuance and other debt management activities; and
- ◆ prepare the County's annual debt service budget.

**Program Objectives for FY 1997**

1. Develop and distribute impact fee software to municipalities serving as collection agents for the County.
2. Monitor and evaluate the effectiveness of "routine debt" collection contracts.
3. Report departmental collection of debts over 120 days.
4. Provide long term financing scenarios for identified projects.

| PERFORMANCE MEASURES                          | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Average days to process:                      |                   |                 |                         |                   |                   |
| independent calculation of fees               | n/a               | n/a             | n/a                     | 20                | 20                |
| impact fee refunds                            | n/a               | n/a             | n/a                     | 15                | 15                |
| Percent of impact fee appeals won             | 100%              | n/a             | n/a                     | 100%              | 100%              |
| Impact fee training sessions held             | 1                 | n/a             | n/a                     | 1                 | 1                 |
| Debt cases referred for o/s collection:       |                   |                 |                         |                   |                   |
| liens and judgments                           | 3,193             | n/a             | n/a                     | n/a               | 5,000             |
| routine                                       | n/a               | n/a             | n/a                     | 3,000             | 10,000            |
| Dollars collected by internal efforts         | n/a               | n/a             | n/a                     | \$60,000          | \$75,000          |
| Special projects/financial analyses completed | 20                | n/a             | n/a                     | 25                | 20                |



| FINANCIAL &<br>STAFFING SUMMARY | 1993-94<br>Actual | 1994-95<br>Budget | 1994-95<br>Estimated | 1995-96<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES                        |                   |                   |                      |                   |
| User Fees                       | \$79,297          | \$85,000          | \$85,000             | \$85,000          |
| TOTAL                           | \$79,297          | \$85,000          | \$85,000             | \$85,000          |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$258,578         | \$365,535         | \$325,287            | \$348,878         |
| Operating Expenses              | 22,105            | 61,629            | 41,797               | 59,690            |
| Capital Outlay                  | 1,397             | 3,150             | 3,150                | 4,700             |
| TOTAL                           | \$282,080         | \$430,314         | \$370,234            | \$413,268         |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 5.40              | 5.40              | 5.40                 | 5.40              |

### Summary of Key Funding/Service Issues

**Municipal Collection of Impact Fees to be Evaluated:** OFMB will continue its ongoing program of analyzing the accuracy of impact fees assessed and collected by municipalities on behalf of the County. The adequacy of existing systems and procedures used by municipal employees to administer the activity will be evaluated with appropriate recommendations for improvement. During FY 1995-96, studies of Palm Beach Gardens and Royal Palm Beach were completed.

**Collections Function Returns Dividends:** FY 1996-1997 will be the second year of existence for the centralized collection function housed in OFMB and augmented by the County Attorney's Office. During its initial year, the Collections Office was

involved in the following major initiatives: audit of outside collection agency to recover funds; collect amounts due from incapacity hearings; develop policies for assessing collection costs on code enforcement liens; obtain services of outside agent to pursue selected types of uncollectible debt (e.g., traffic tickets, returned checks) and establish database of account records to facilitate billing and monitoring. During FY 1996-97, the Office will continue to work with County departments to assure that adequate policies and procedures are in place for recording and collecting accounts receivable. Another priority will be to work closely with the Judiciary to inaugurate the "Collections Court" pilot project.

**Definition of Program and Services**

Fixed Assets and Records Management provides for the custody and control of fixed assets and the County's official records. Primary services include:

- ◆ tag and establish records for fixed assets acquired by County departments;
- ◆ redistribute surplus equipment to County departments;
- ◆ conduct annual inventory of fixed assets for designated departments;
- ◆ plan and coordinate departments' annual inventory of fixed assets and reconcile to financial records;
- ◆ operate the County's surplus store;
- ◆ provide training in the handling of public records requests, retention, and disposition of public records;
- ◆ provide training and assistance in scheduling and disposition of public records; and
- ◆ review and monitor records storage contracts of departments.

**Program Objectives for FY 1997**

1. Complete 50% of the bar code conversion project.
2. Develop and implement a Construction Work In Progress tracking system.
3. Develop informational programs for County agencies to strengthen fixed asset inventory controls.
4. Conduct ten training seminars on public records requests, scheduling and disposition.
5. Dispose of 6,000 cubic feet of records that have met their legal retention requirements.
6. Perform 17 inspections of record storage and microfilm quality control.

| PERFORMANCE MEASURES                  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Revenues from surplus asset disposals | \$573,515         | n/a             | n/a                     | \$400,000         | \$600,000         |
| Savings from re-use of surplus assets | \$1,075,271       | n/a             | n/a                     | \$800,000         | \$900,000         |
| Records Mgmt. training seminars held  | 10                | n/a             | n/a                     | 10                | 10                |
| Cubic feet of records disposal        | 7,949             | n/a             | n/a                     | 6,000             | 6,000             |
| Records storage areas inspected       | 7                 | n/a             | n/a                     | 6                 | 6                 |
| Microfilm quality control inspections | 8                 | n/a             | n/a                     | 11                | 11                |



| FINANCIAL & STAFFING SUMMARY | 1993-94 Actual | 1994-95 Budget | 1994-95 Estimated | 1995-96 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Other                        | -              | \$105,000      | \$97,000          | \$130,000      |
| TOTAL                        | -              | \$105,000      | \$97,000          | \$130,000      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$317,410      | \$360,573      | \$341,838         | \$369,286      |
| Operating Expenses           | 235,237        | 339,777        | 298,364           | 377,273        |
| Capital Outlay               | 74,828         | 1,012          | 1,012             | 63,724         |
| TOTAL                        | \$627,475      | \$701,362      | \$641,214         | \$810,283      |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 7.45           | 7.45           | 7.45              | 7.45           |

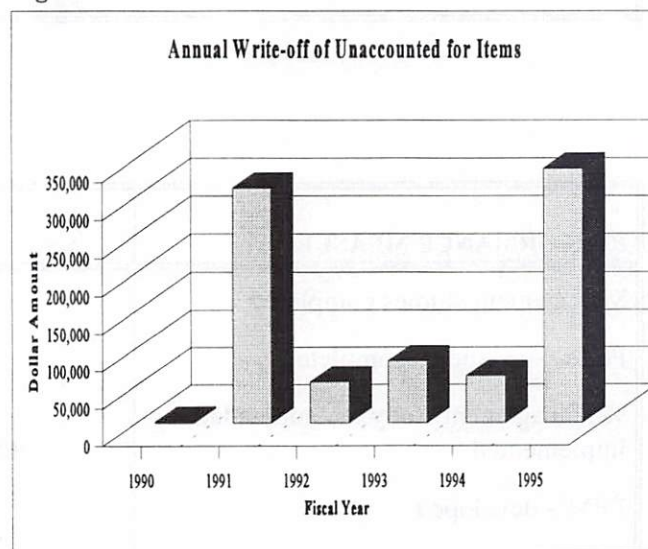
### Summary of Key Funding/Service Issues

**Improved Control Over Fixed Assets:** The Fixed Assets Section is continuing its efforts to improve control over fixed assets. During FY 1996-97, work will continue on implementing a bar coded tag system which will reduce both time and errors involved in taking the annual inventory. In addition, assistance will be provided to the Finance Department in reconciling assets added to the system through the capitalization of project expenditures.

Direct responsibility for the safekeeping of fixed assets resides with the department director. Fixed Assets exercises indirect control through the training of custodians, establishment of policies and procedures, and periodic spot checks of inventories. The best indicator of the quality of control exercised over assets is the dollar value of items unaccounted for. **Figure 4** presents the annual write-offs of assets over the past five years.

The jump in the dollar value of unaccounted for assets in FY 1994-95 is primarily attributable to missing computer equipment that was "owned" by ISS but assigned to various departments. Subsequent to the FY 1994-95 write-off, Fixed Assets has located items representing approximately 25% of the overall dollar value.

Figure 4



**Definition of Program and Services**

Management & Program Analysis is responsible for the review and analysis of program operations (Management Studies) to improve the operational efficiency and effectiveness of the County, the development of policies and procedures (PPMs) to provide guidelines and necessary controls over financial operations, and the completion of limited analyses (Special Projects) to address a particular concern or provide information on a specific issue to Administration or the Board. Primary services include:

- ◆ preparation of management studies;
- ◆ development of PPM's; and
- ◆ completion of special projects.

**Program Objectives for FY 1997**

1. Complete a minimum of eight management studies.
2. Complete two follow-up studies.
3. Complete a minimum of four PPMs.
4. Complete six special projects.

| PERFORMANCE MEASURES                                     | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Management studies completed                             | 8                 | n/a             | n/a                     | 8                 | 8                 |
| Follow-up studies completed                              | 2                 | n/a             | n/a                     | 2                 | 2                 |
| % management study recommendations implemented           | 80%               | n/a             | n/a                     | n/a               | 80%               |
| PPM's developed  | 4                 | n/a             | n/a                     | 4                 | 4                 |
| Special projects completed                               | 6                 | n/a             | n/a                     | 6                 | 6                 |
| % special projects completed within requested time frame | 90%               | n/a             | n/a                     | 100%              | 100%              |



| FINANCIAL &<br>STAFFING SUMMARY | 1993-94<br>Actual | 1994-95<br>Budget | 1994-95<br>Estimated | 1995-96<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$235,003         | \$289,873         | \$282,619            | \$302,076         |
| Operating Expenses              | 6,578             | 20,386            | 11,942               | 20,612            |
| Capital Outlay                  | 150               | 11,835            | 10,838               | 3,175             |
| TOTAL                           | \$241,731         | \$322,094         | \$305,399            | \$325,863         |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 4.75              | 4.75              | 4.75                 | 4.75              |

### Summary of Key Funding/Service Issues

**Formal Project Work Plan to Target Study Areas:** The Management and Program Analysis Section focuses on the analysis of specific issues and areas of the organization as directed by the Management Team. An annual work plan of potential projects is developed and prioritized to aid in project selection. Following are examples of projects completed during FY 1995-96.

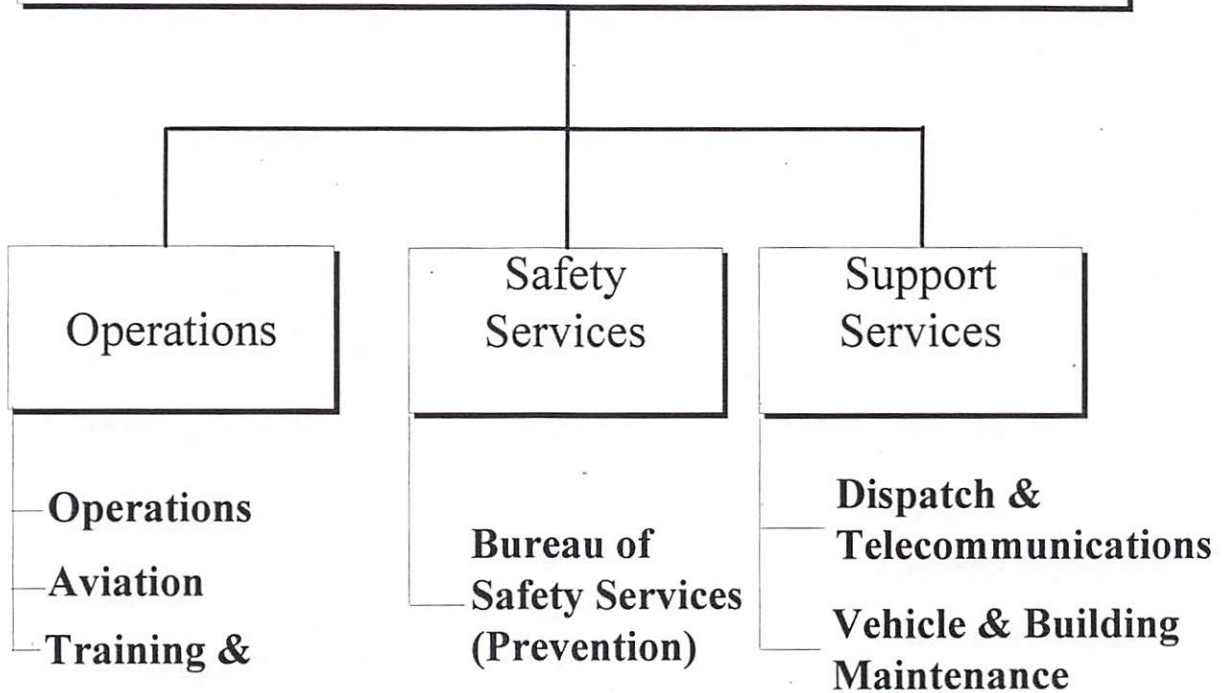
In order to improve the effectiveness of the management study process, follow-up reports on selected studies will be performed to help ensure that study recommendations are implemented.

- Code Enforcement Cost Recovery Program
- Impact Fee Compliance Review - Palm Beach Gardens
- Reconciliation of Construction-Work-In-Progress
- Fixed Assets Staffing Levels
- FEMA Reimbursement Request
- Risk Management Reporting on Insurance Programs
- Policy and Procedure (PPM) Development (various)
- Clerk's Staffing Support for Judiciary





# Fire-Rescue



828 Positions

Fig. 4-10-10



1. Support  
2. Service  
3. Support  
4. Service

1. Support  
2. Service  
3. Support  
4. Service

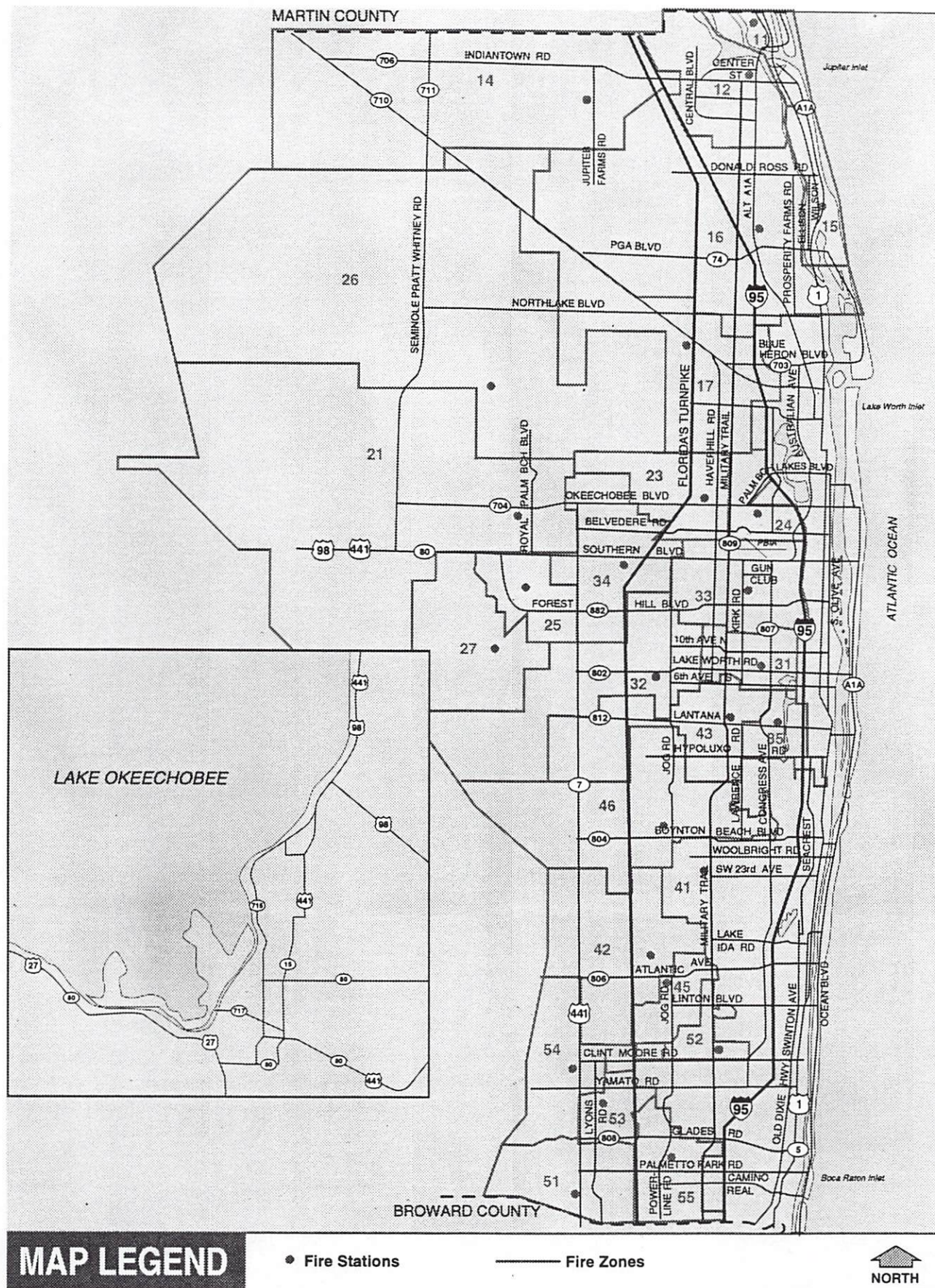
1. Support  
2. Service  
3. Support  
4. Service

Fig. 4-10-10





# Board of County Commissioners Fire-Rescue Zones and Stations





Board of County Commissioners  
County of Los Angeles, California

| Item |  | Description        |  | Amount |  |
|------|--|--------------------|--|--------|--|
| 1    |  | Salaries and Wages |  |        |  |
| 2    |  | Travel             |  |        |  |
| 3    |  | Telephone          |  |        |  |
| 4    |  | Postage            |  |        |  |
| 5    |  | Printing           |  |        |  |
| 6    |  | Supplies           |  |        |  |
| 7    |  | Repairs            |  |        |  |
| 8    |  | Insurance          |  |        |  |
| 9    |  | Interest           |  |        |  |
| 10   |  | Debt Service       |  |        |  |
| 11   |  | Capital Outlay     |  |        |  |
| 12   |  | Reserve            |  |        |  |
| 13   |  | Contingent         |  |        |  |
| 14   |  | Unassigned         |  |        |  |
| 15   |  | Total              |  |        |  |



### Mission

To protect life and property against fire, to respond to medical emergencies, and mitigate hazardous materials incidents.

### Summary of Services/Facilities

Palm Beach County Fire-Rescue was created by County Ordinance in 1984 to provide fire, emergency medical services, advanced life support, and transport services to the unincorporated area of the County as well as several municipalities. The Department is primarily funded through ad valorem taxes in two Municipal Service Taxing Units (MSTUs) - one for the coastal area and one for the Glades area. Together the MSTUs cover 2,000 square miles with a population of 489,167.

The Department is organizationally divided into three major Divisions: Operations; Safety Services; and Support Services. The primary budget programs are:

- 1) Operations;
- 2) Aviation;
- 3) Bureau of Safety Services (Prevention);
- 4) Dispatch & Telecommunications;
- 5) Training & Safety; and
- 6) Vehicle & Building Maintenance.

### Trends and Issues

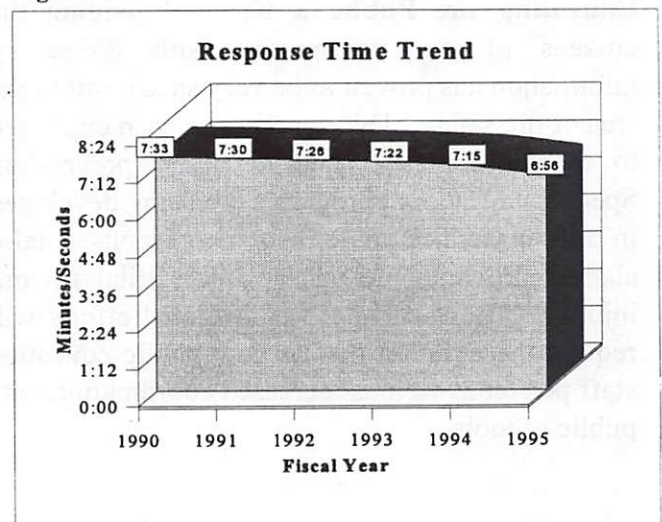
**Response Times:** Reducing response times was determined to be the primary goal for the future. This direction was developed by the Citizens Fire-Rescue Advisory Board and endorsed by the Board of County Commissioners. The current response time standard is 7 minutes 30 seconds and the Department is performing at an average of 6 minutes 56 seconds (see **Figure 1**).

Of particular concern are the number of responses over 8 minutes. Currently 17.2% of the Department's responses are over 8 minutes and a target of no more than 14% has been established. This will be accomplished through several operational strategies:

- 1) the reallocation of existing resources, which will result in the greatest impact on long response times;
- 2) the implementation of alternative deployment during peak periods to move responding emergency units closer to the heavy workloads;
- 3) the relocation of Fire Station 16 into the

Abacoa/Juno Beach area, which will provide a closer response to the increasing number of calls in the Jupiter/Juno area. The opening of this station will depend on Jupiter's decision to continue receiving service from Palm Beach County.

Figure 1





| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Ad Valorem Taxes                | \$55,580,845      | \$60,390,366      | \$57,370,847         | \$62,478,334      |
| User Fees/Charges               | 5,476,261         | 6,206,888         | 6,621,395            | 6,688,026         |
| Grants                          | 10,746            | 142,655           | 644,041              | 167,000           |
| Other                           | 5,067,883         | 11,834,665        | 19,924,249           | 17,930,957        |
| Interfund Transfers             | 934,538           | 435,000           | 435,000              | 497,490           |
| TOTAL                           | \$67,070,273      | \$79,009,574      | \$84,995,532         | \$87,761,807      |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$49,132,380      | \$55,223,629      | \$52,370,776         | \$59,528,009      |
| Operating Expenses              | 9,488,965         | 13,073,048        | 11,273,860           | 13,750,818        |
| Capital Outlay                  | 1,545,411         | 3,543,070         | 3,447,334            | 6,680,786         |
| Reserves                        | -                 | 5,407,827         | -                    | 6,378,704         |
| Interfund Transfers             | 2,250,516         | 1,762,000         | 1,816,000            | 1,423,490         |
| TOTAL                           | \$62,417,272      | \$79,009,574      | \$68,907,970         | \$87,761,807      |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 810               | 827               | 827                  | 828               |
| Full Time Equivalents (FTEs)    | 810.00            | 827.00            | 827.00               | 828.00            |

| PERFORMANCE MEASURES             | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|----------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Millage rate                     | 2.5539            | +48.8%          | n/a                     | 2.5293            | 2.4998            |
| Population served                | 489,167           | +18%            | n/a                     | 505,000           | 528,500           |
| Average response time(min./sec.) | 6:56              | n/a             | 7:30                    | 6:53              | 6:50              |
| % of responses over 8 minutes    | 17.2%             | n/a             | n/a                     | 15%               | 14%               |

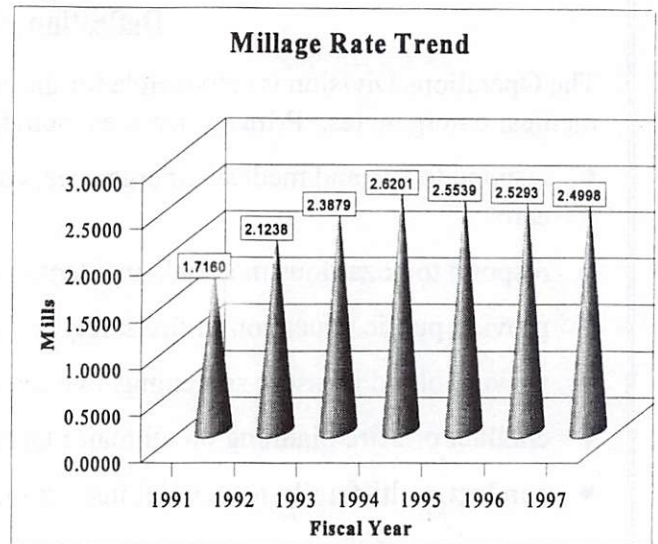
**Educating the Public a Key:** Providing the citizens of our community with life-saving information has proven to be very successful in the area of fire safety. This concept has been expanded to include topics related to injury prevention. Specific educational programs are being developed in order to reduce non-emergency responses, false alarms, drowning deaths, and accidental firearm injuries. These enhanced educational efforts will require the addition of one new public education staff person as well as increased coordination with public schools.

**Financial Impact of Jupiter Opting Out of MSTU:** In the next few months a decision will be made by the Town of Jupiter whether to continue receiving fire-rescue service from Palm Beach County. If the decision is made to no longer utilize Palm Beach County Fire-Rescue, the financial impact will occur at the beginning of the next budget year (October 1, 1997). A potential shortfall in excess of five million dollars could result in substantial personnel reductions or a significant increase in the countywide millage rate for Fire-Rescue.



**Millage Rate Stabilized:** The Department's efforts to keep budget increases to a minimum have enabled the County to stabilize the millage rate as shown in **Figure 2**.

Figure 2



### Significant Changes From Prior Year

**Fire-Rescue at Rollback:** The Department's FY 1996-97 budget request includes some increased costs. However, these costs have been absorbed by taxes from new construction and an increase in the balance brought forward from the previous year. The Department's balance brought forward this year is \$13,877,992, which is 45.6% higher than the prior year.

**Cost of Personnel a Major Factor:** Several factors have contributed to the difference between last year's budget request and FY 1996-97.

First and foremost, the category of "Personnel Services" has increased \$4.3 million. Because Fire-Rescue's personnel costs are a large portion of the Department's budget, normal salary increases require \$3.9 million dollars. In addition, one new position is being requested at a total cost of \$39,971. Further, Workers Compensation insurance has increased \$273,000 or 12.2% over FY 1995-96.

Another area that has contributed to increased budget costs is County indirect charges. This charge-back system for central support services (e.g. purchasing, personnel, finance, facilities, etc.) has reached a total of \$2.8 million which is an increase of \$471,707 over FY 1995-96.

**Definition of Program and Services**

The Operations Division is responsible for the actual response to and mitigation of a wide variety of fire and medical emergencies. Primary services include:

- ◆ respond to fire and medical emergencies, conducting suppression activity and/or providing pre-hospital care;
- ◆ respond to hazardous materials incidents, containing contaminants and mitigating exposure;
- ◆ provide public education in fire safety and injury prevention;
- ◆ provide blood pressure screenings to citizens;
- ◆ conduct pre-fire planning on all major target hazards; and
- ◆ conduct multi-family residential inspections.

**Program Objectives for FY 1997**

1. Reduce the total number of responses with travel time over 8 minutes by 11% to reduce overall percentage from 4.5% to 4.0%.
2. Reduce the average travel time from 4:20 to 4:18.
3. Reduce the average turnout time from 1:03 to 1:00.

| PERFORMANCE MEASURES                                | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Fire responses                                      | 15,508            | +36%            | n/a                     | 16,748            | 18,087            |
| Medical responses                                   | 41,736            | +36%            | n/a                     | 45,074            | 48,679            |
| Average daily staffing                              | 138.92            | 0%*             | 142                     | 138               | 138               |
| % of responses with travel times over eight minutes | 4.5%              | -1.4%           | n/a                     | 4.5%              | 4.0%              |
| Average travel time (min./sec.)                     | 4:22              | -7.7%           | 4:55                    | 4:20              | 4:18              |
| Average turnout time (min./sec.)                    | 1:06              | n/a             | 1:15                    | 1:03              | 1:00              |

\* 3 Year Trend

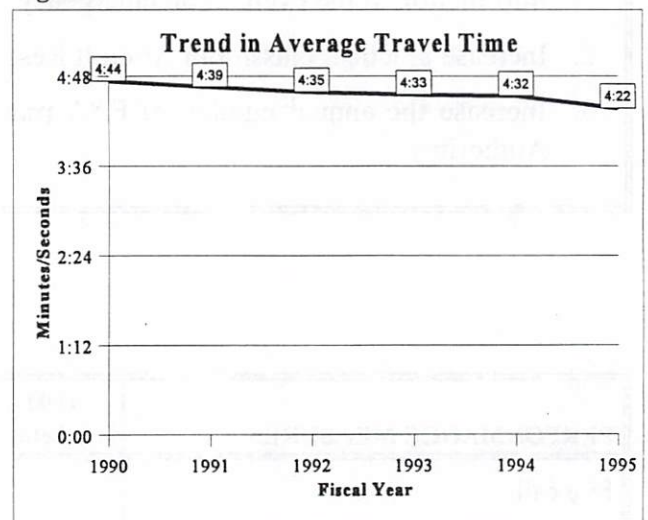


| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Ad Valorem Taxes             | \$51,347,486   | \$49,942,833   | \$50,658,956      | \$50,544,972   |
| User Fees/Charges            | 1,390,355      | 2,296,771      | 2,706,278         | 2,804,965      |
| Grants                       | -              | 142,655        | 644,041           | 167,000        |
| Other                        | 1,622,448      | 10,706,488     | 16,014,082        | 16,166,594     |
| Interfund Transfers          | 934,538        | 435,000        | 435,000           | 497,490        |
| TOTAL                        | \$55,294,827   | \$63,523,747   | \$70,458,357      | \$70,181,021   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$40,642,425   | \$45,635,192   | \$43,018,389      | \$49,322,969   |
| Operating Expenses           | 6,900,953      | 8,743,614      | 8,099,389         | 9,865,051      |
| Capital Outlay               | 1,181,365      | 2,044,114      | 1,952,087         | 3,252,564      |
| Reserves                     | -              | 5,373,827      | -                 | 6,343,704      |
| Interfund Transfers          | 2,250,516      | 1,727,000      | 1,781,000         | 1,396,733      |
| TOTAL                        | \$50,975,259   | \$63,523,747   | \$54,850,865      | \$70,181,021   |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 660.00         | 672.00         | 672.00            | 672.00         |

### Summary of Key Funding/Service Issues

**Reduction in Travel Time:** Fire-Rescue intends to reduce (improve) response time without additional fiscal impact. Additional units will be placed in service by combining units, redeploying units during peak periods, and reallocating resources to high demand areas. See **Figure 3**.

Figure 3



**Definition of Program and Services**

The Fire-Rescue Aviation Battalion's principle objective is to respond quickly and efficiently to aircraft-related emergencies. Primary services include:

- ◆ respond to aviation related fire and medical emergencies within and around Palm Beach International Airport;
- ◆ perform fire inspections within and around Palm Beach International Airport;
- ◆ provide specialized fire-rescue aircraft training to battalion personnel;
- ◆ perform inspection of fuel dispensing areas on Airport property; and
- ◆ conduct inspections of all fire extinguishers on Airport property.

**Program Objectives for FY 1997**

1. Complete and update pre-fire plans for target hazard buildings and other major structures within the Palm Beach International Airport area (estimated to be 20 structures) to provide current building information in the event of an emergency.
2. Increase practical/classroom Aircraft Rescue Fire Fighting (ARFF) training hours by 5%.
3. Increase the annual number of FAA practical training burns by 1 (required by Federal Aviation Authority).

| PERFORMANCE MEASURES                       | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Fire calls                                 | 982               | -13%            | n/a                     | 1,000             | 1,020             |
| Rescue calls                               | 432               | 0%              | n/a                     | 450               | 475               |
| Classroom/practical student training hours | n/a               | n/a             | n/a                     | 4,013             | 4,213             |
| Annual FAA training burns                  | 2                 | 0%              | n/a                     | 2                 | 3                 |
| Completed pre-fire plans                   | n/a               | n/a             | n/a                     | 10                | 20                |



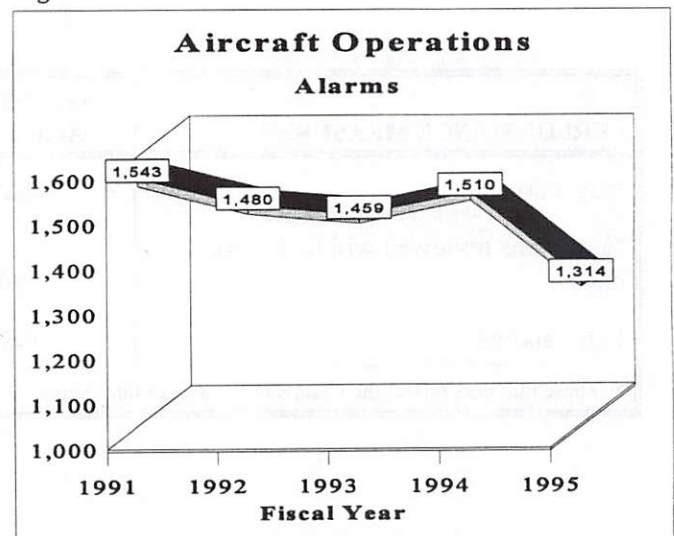
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$3,541,543    | \$3,531,117    | \$3,531,117       | \$3,449,061    |
| Other                        | 328,191        | 241,956        | 516,324           | 542,070        |
| TOTAL                        | \$3,869,734    | \$3,773,073    | \$4,047,441       | \$3,991,131    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$2,765,582    | \$2,887,270    | \$2,758,744       | \$2,999,132    |
| Operating Expenses           | 770,719        | 815,803        | 773,627           | 930,242        |
| Reserves                     | -              | 35,000         | -                 | 35,000         |
| Interfund Transfers          | -              | 35,000         | 35,000            | 26,757         |
| TOTAL                        | \$3,536,301    | \$3,773,073    | \$3,567,371       | \$3,991,131    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 39.00          | 38.00          | 38.00             | 38.00          |

### Summary of Key Funding/Service Issues

**Three New Trucks Needed:** FAA (Federal Aviation Administration) requires crash trucks for Palm Beach International Airport to maintain a "D" Index rating. The present aging fleet of crash trucks has caused down time and maintenance costs to increase. A 1,500 gallon crash truck will be refurbished and an additional 3,000 gallon crash truck will be purchased in order to keep emergency apparatus at its optimal service level. This will ensure all apparatus are within a 10 year service life expectancy.

**Responses by Aviation Battalion Decrease:** There was a 13% decrease in the number of alarms handled by the Aviation Battalion in FY 1994-95. This can be partially attributed to a decrease in the number of aircraft take-offs and landings, but is also due to the elimination of some non-emergency functions from the total count of alarm activity (see Figure 4).

Figure 4



**Definition of Program and Services**

The Bureau of Safety Services is responsible for the reduction of fire and life loss through the formulation and enforcement of the Palm Beach County Fire Code. Primary services include:

- ◆ conduct periodic fire inspections of commercial buildings and buildings under construction to assure fire code compliance;
- ◆ develop and implement fire and life safety education for Palm Beach County citizens;
- ◆ review building plans to insure compliance with the fire code; and
- ◆ investigate the cause, origin, and circumstance of fires.

**Program Objectives for FY 1997**

1. Review 94% of all plans submitted for fire review within four working days.
2. Increase the number of completed fire safety inspections of commercial business from 11,000 to 14,700.
3. Reduce the Department's number of false alarm calls by 10%.
4. Change the configuration of the Bureau's database of inspectable business and commercial properties.

| PERFORMANCE MEASURES   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Inspections  | 8,277             | n/a             | n/a                     | 11,000*           | 14,700*           |
| % of plans reviewed within 4 work days   | 90%               | n/a             | n/a                     | 90%               | 94%               |
| False alarms   | 4,890             | +19%            | n/a                     | 4,400             | 3,960             |
| * These numbers reflect the change in the accounting system of inspectable properties. |                   |                 |                         |                   |                   |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Ad Valorem Taxes             | \$892,834      | \$2,476,005    | \$1,472,026       | \$2,561,612    |
| Users Fees/Charges           | 544,363        | 379,000        | 384,000           | 434,000        |
| Grants                       | 10,746         | -              | -                 | -              |
| Other                        | 935,173        | 3,829          | 882,399           | 49,561         |
| TOTAL                        | \$2,383,116    | \$2,858,834    | \$2,738,425       | \$3,045,173    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$2,041,145    | \$2,369,045    | \$2,289,911       | \$2,556,433    |
| Operating Expenses           | 339,716        | 478,489        | 437,214           | 478,840        |
| Capital Outlay               | 2,255          | 11,300         | 11,300            | 9,900          |
| TOTAL                        | \$2,383,116    | \$2,858,834    | \$2,738,425       | \$3,045,173    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 32.00          | 35.00          | 35.00             | 35.00          |

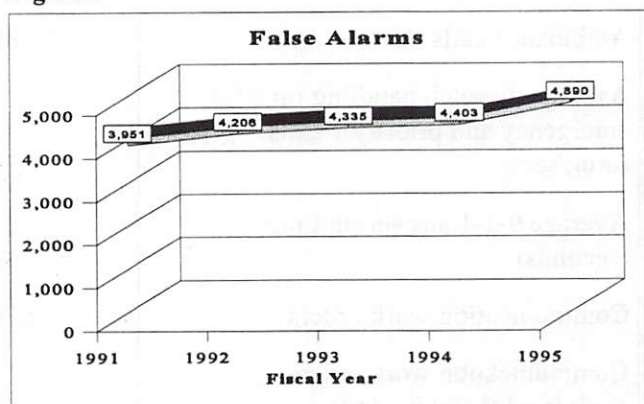
### Summary of Key Funding/Service Issues

**Accountability For Inspectors:** A system of accountability will be implemented with Fire Safety Specialists assigned to complete inspections of existing properties. It is estimated that each inspector is able to complete 1,470 plans per year. With 10 inspectors, this would result in a total of 14,700 annual fire inspections. These numbers will be consistent with the changes being implemented in the database and allow for more accurate assignment of equitable inspection zones.

**False Alarms:** False alarms continue to make up approximately nine percent of total emergency calls. These calls have a negative impact on the Department's ability to respond to true emergencies. **Figure 5** demonstrates the Department's trend of false alarms. A multi-focused approach utilizing all sections of Fire-Rescue will be implemented to reduce the number of false alarms by 10% by the end of the FY 1996-97. Repeat offenders will be deterred from causing false alarms by the impositions of fines allowed by the County Fire Code. Code requirements for the installation of fire alarm equipment will be reviewed and the inspection process heightened. Public Education

programs will be provided to residents of areas with high numbers of false alarms. Although an additional staff person was recommended to provide these targeted educational programs, the position was not funded in FY 1996-97. If the goal of reducing false alarms is not met, consideration will be given to the creation of an alarm permitting process similar to the one in place with the Palm Beach County Sheriff's Office for burglar alarms. This would require an additional staff person to handle the permitting, billing, and collections. However, the cost of this position will eventually be offset by fire alarm fees and fines.

Figure 5





**Definition of Program and Services**

This program provides twenty-four hour emergency dispatching services for the 9-1-1 communications center. Emergency fire and rescue units are dispatched from this Alarm Office for the unincorporated county, seven cities who receive fire service from the County, as well as the Cities of Palm Beach Gardens and Lantana. Primary services include:

- ◆ dispatch emergency requests for fire and rescue service;
- ◆ dispatch private ambulance units for emergency services;
- ◆ provide computer management and coordination services to departmental personnel; and
- ◆ maintain and repair all communications systems including portables, mobiles, base stations, towers, telephones and computers.

**Program Objectives for FY 1997**

1. Maintain an average dispatch handling time of 1:20 while absorbing the expected annual increase in the number of emergency calls.
2. Maintain an average 9-1-1 answering time of 4.6 seconds while absorbing expected annual increase in the number of calls.
3. Increase the number of communication work orders completed the same day by 5%.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Fire-Rescue calls   | 60,429            | +30%            | n/a                     | 64,900            | 68,187            |
| Ambulance calls   | 77,852            | +17%            | n/a                     | 50,000            | 52,500            |
| Average dispatch handling time for<br>emergency and priority 1 calls<br>(min./sec.) | 1:19              | -22%            | 1:20                    | 1:19              | 1:19              |
| Average 9-1-1 answering time<br>(seconds)   | 4.6               | +0.0%           | 4.6                     | 4.6               | 4.6               |
| Communication work orders   | 2,764             | -16%            | n/a                     | 2,372             | 2,500             |
| Communication work orders<br>completed the same day                                 | 1,741             | n/a             | n/a                     | 1,750             | 1,840             |



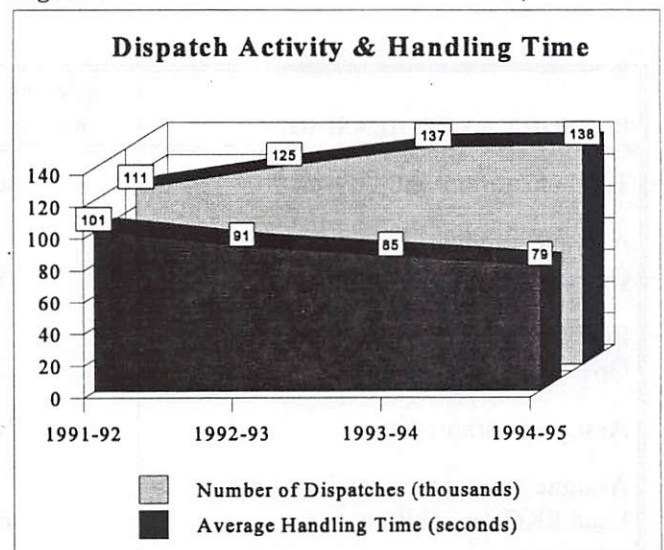
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Ad Valorem Taxes             | \$1,775,805    | \$4,166,935    | \$2,498,922       | \$5,435,615    |
| Other                        | 1,122,208      | 853,188        | 1,187,845         | 971,729        |
| TOTAL                        | \$2,898,013    | \$5,020,123    | \$3,686,767       | \$6,407,344    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,967,067    | \$2,387,650    | \$2,325,038       | \$2,551,481    |
| Operating Expenses           | 790,264        | 1,959,270      | 863,526           | 1,361,433      |
| Capital Outlay               | 140,682        | 673,203        | 498,203           | 2,494,430      |
| TOTAL                        | \$2,898,013    | \$5,020,123    | \$3,686,767       | \$6,407,344    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 46.00          | 49.00          | 49.00             | 50.00          |

### Summary of Key Funding/Service Issues

**Move to New Alarm Office:** The construction of the new Alarm Office will be completed during FY 1996-97. The relocation of the 9-1-1 emergency dispatch center is unique and complicated due to the need to remain completely operational during the change. This will require duplication of equipment and replacement of old technology. Partial funding (\$1 million) was budgeted in FY 1995-96 to prepare for the changeover, and an additional \$700,000 is budgeted in FY 1996-97 to complete the move. The new facility will not only incorporate 9-1-1, but Emergency Management functions as well as Public Safety Administration. The combined location should provide the County with enough space for necessary expansion for the next ten years.

**Dispatch Functions Becoming More Efficient:** The Department has improved its dispatch handling time over the past few years from 1 minute 41 seconds to 1 minute 19 seconds. This is especially noteworthy as staffing has remained constant during this period while the workload has increased 24% (see Figure 6).

Figure 6



**Definition of Program and Services**

The Training & Safety Division provides training, education and safety programs to all Fire-Rescue personnel, as well as other agencies, in order to support and enhance the delivery of emergency services. Primary services include:

- ◆ provide training and evaluation in areas including emergency medical services and firefighting;
- ◆ conduct training in specialized areas such as hazardous materials, rope rescue, dive rescue, and Trauma Hawk;
- ◆ create video production and broadcasting in support of training programs and public education;
- ◆ administer infection/hazardous materials exposure control programs; and
- ◆ coordinate employee health and safety programs.

**Program Objectives for FY 1997**

1. Increase total in-service training hours by 5% (to 95 hours per year for each Operations' employee).
2. Reduce biohazard exposures by 4% (to an average of .25 per year for Operations' employees).
3. Provide Automatic External Defibrillator training to 100% of EMT's.
4. Provide 12-Lead EKG recognition training to 100% of assigned Paramedics.

| PERFORMANCE MEASURES                                      | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Total Operations employees                                | 660               | n/a             | n/a                     | 672               | 672               |
| Average number of training hours per Operations' employee | 94                | n/a             | n/a                     | 90                | 95                |
| Reported biohazard exposures per Operations' employee     | .16               | n/a             | n/a                     | .26               | .25               |
| Assigned paramedics                                       | 225               | n/a             | n/a                     | 250               | 256               |
| Assigned paramedics trained on 12-Lead EKG recognition    | n/a               | n/a             | n/a                     | 63 (25%)          | 256 (100%)        |
| EMTs  | 360               | n/a             | n/a                     | 398               | 392               |
| EMTs trained on Automatic, External Defibrillator         | n/a               | n/a             | n/a                     | 100 (25%)         | 392 (100%)        |



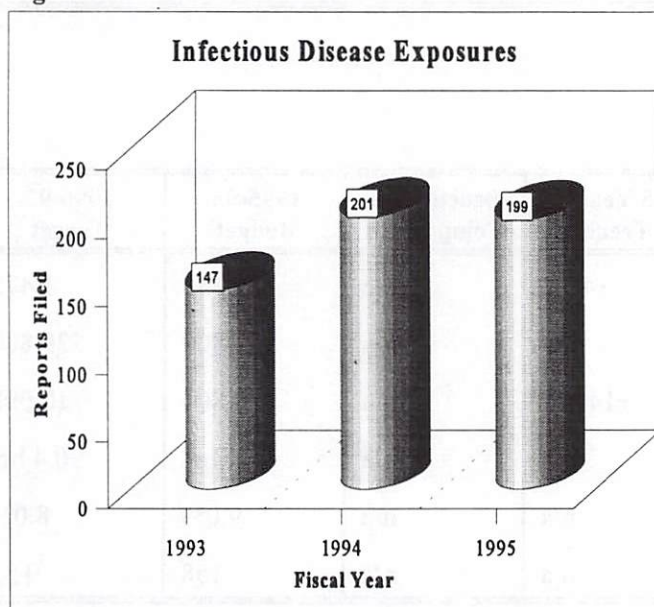
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Ad Valorem Taxes             | \$392,363      | \$966,245      | \$759,164         | \$1,124,610    |
| Other                        | 249,380        | (966)          | 339,385           | (42,447)       |
| TOTAL                        | \$641,743      | \$965,279      | \$1,098,549       | \$1,082,163    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$308,900      | \$405,903      | \$428,948         | \$445,653      |
| Operating Expenses           | 259,192        | 376,821        | 407,455           | 417,944        |
| Capital Outlay               | 73,651         | 182,555        | 262,146           | 218,566        |
| TOTAL                        | \$641,743      | \$965,279      | \$1,098,549       | \$1,082,163    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 8.00           | 8.00           | 8.00              | 8.00           |

### Summary of Key Funding/Service Issues

**Biohazard Exposures:** A significant increase in reported biohazard exposures from FY 1994-95 (.16 per employee) to a projected FY 1995-96 total of .25 per employee can be attributed to two factors; education programs that have increased employee awareness of the need to report all biohazard exposures; and a less restrictive definition of what constitutes a significant exposure (see **Figure 7**).

**12-Lead EKG's:** 12-Lead EKG recognition is the newest technology in pre-hospital care for Cardiac patients. It has become a nationally accepted standard of care. When used to verify that a patient is suffering a heart attack, 12-Lead EKG's permit more rapid administration of drugs, which can reduce damage to the heart and help save lives. By the end of FY 1996-97, the Training Division will have trained 100% of the Department's assigned paramedics to use this equipment. The achievement of this objective is contingent upon the receipt of a \$500,000 state grant.

Figure 7



**Definition of Program and Services**

The Fire-Rescue Vehicle and Building Maintenance Sections ensure that all vehicles, apparatus and facilities remain in top operational condition. Primary services include:

- ◆ repair apparatus as breakdowns occur;
- ◆ provide routine preventative maintenance on all emergency vehicles;
- ◆ maintain and repair all Fire-Rescue stations;
- ◆ maintain all vendor contracts and ensure work is completed in a timely and cost efficient manner; and
- ◆ coordinate with other county departments for the renovation and construction of Fire-Rescue projects.

**Program Objectives for FY 1997**

1. Increase Fleet Maintenance work orders by 3% while maintaining the current schedule.
2. Decrease down time of apparatus by 2%.
3. Replace 3 fuel tanks as part of the Underground Fuel Tank Removal Program.
4. Reduce payment to vendors for the cost of maintaining stations by 20%.
5. Reduce the percent of first line vehicles not operational from 9% to 8%.

| PERFORMANCE MEASURES                 | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Building maintenance work orders     | 1,150             | +43%            | n/a                     | 1,350             | 1,475             |
| Payments to vendors                  | \$32,402          | n/a             | n/a                     | \$37,300          | \$29,800          |
| Fleet maintenance work orders        | 8,416             | +14% *          | n/a                     | 9,804             | 10,098            |
| Average down time                    | 31 hrs            | n/a             | n/a                     | 31 hrs            | 30.4 hrs          |
| 1st line vehicles not operational    | n/a               | n/a             | n/a                     | 9.0%              | 8.0%              |
| Preventative maintenance work orders | 205               | n/a             | n/a                     | 158               | 151               |

\* Represent a 4 year trend



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Ad Valorem Taxes             | \$1,172,357    | \$2,838,348    | \$1,981,779       | \$2,811,525    |
| Other                        | 810,483        | 30,170         | 984,214           | 243,450        |
| TOTAL                        | \$1,982,840    | \$2,868,518    | \$2,965,993       | \$3,054,975    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,407,261    | \$1,537,569    | \$1,549,746       | \$1,652,341    |
| Operating Expenses           | 428,121        | 699,051        | 692,649           | 697,308        |
| Capital Outlay               | 147,458        | 631,898        | 723,598           | 705,326        |
| TOTAL                        | \$1,982,840    | \$2,868,518    | \$2,965,993       | \$3,054,975    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 25.00          | 25.00          | 25.00             | 25.00          |

### Summary of Key Funding/Service Issues

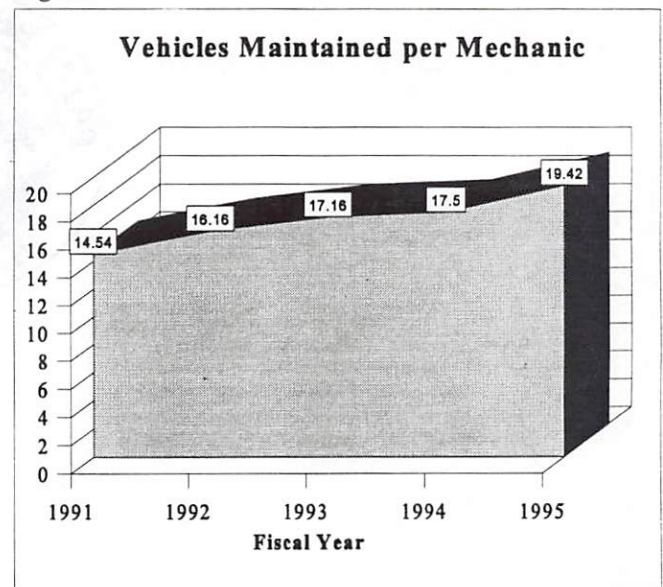
#### Savings Expected on A/C and Lawn Irrigation:

Fire-Rescue currently contracts for maintenance services with outside vendors. In the areas of lawn irrigation and air conditioning, it is anticipated that existing personnel will absorb some of these functions at a cost savings of \$7,500, annually.

#### Number of Vehicles Maintained Per Mechanic:

The number of vehicles maintained per mechanic has risen from 14.54 in 1991 to 19.42 in 1995 (see Figure 8). This increase has caused efforts to be redirected from preventive maintenance to major repairs.

Figure 8







# Housing & Community Development

— **Commission on Affordable  
Housing**

— **Community Development  
Block Grant**

— **Emergency Shelter Grant**

— **Home Investment Partnership**

# Hoarding & Compulsivity Development

Compulsions are repetitive

thoughts

Compulsions are repetitive

thoughts

Compulsions are repetitive

thoughts



### Mission

To revitalize deteriorating urban and rural communities through the provision of decent housing and a suitable living environment for those persons of very low, low, and moderate income, and promote economic development.

### Summary of Services/Facilities

The Department of Housing and Community Development (HCD) through its Community Development Block Grant (CDBG), Emergency Shelter Grants Program (ESGP), HOME Investment Partnership Program (HOME), and Commission on Affordable Housing (CAH) serves twenty-five municipalities and the unincorporated area of Palm Beach County. Services provided include housing rehabilitation, replacement housing, demolition of

substandard units, development of affordable housing units, provision of emergency and transitional housing for persons with special needs and infrastructure improvements in HCD target areas. Additional services include the construction of service centers and the funding of activities for senior citizens, the homeless, the mentally and physically disabled, and youth.

### Trends and Issues

**Changing Economy:** Increasing demand for homeless services, population growth, a stagnant economy, and increases in housing and land costs have affected the County's affordable housing for its citizens. Additionally, federal funding declined as the CDBG and HOME Programs were frozen and programs such as Housing Opportunities for People with AIDS (HOPWA) and Rental Rehabilitation were eliminated. In response, HCD will target the use of HCD funds in a manner that seeks maximum investment from other sources which will extend the availability of scarce resources. This will enable funds to be utilized more effectively in service to the community.

**Equitable Distribution Of Resources:** Staff continues to fine tune a system for the distribution of funds which is equitable among cities with interlocal participation agreements while it addresses the most important needs of the very low, low, and moderate income population in the unincorporated areas of the County. Very low, low and moderate income is defined as persons not

exceeding 80% of the area median income. Staff also continues to monitor the geographic dispersion of subsidized housing units throughout the County.

**Studies Reveal Increased Needs:** In order to refined its service delivery, HCD has funded studies which revealed the need for housing programs. The Pocket of Poverty study analyzed census data to produce a better estimate of the number of persons residing in the County that are very low, low, and moderate income. The best available projection from census data before the study was 207,178 while the study disclosed 275,091 as very low, low, and moderate income, thus increasing HCD's potential target population. The Affordable Housing Study revealed that by the year 1999, 3,983 additional affordable rental units and 8,899 additional affordable owner occupied units would need to be developed to meet the County's growing affordable housing need. The findings of these studies led to the conclusion that the problems addressed through HCD are larger in scope than previously believed.



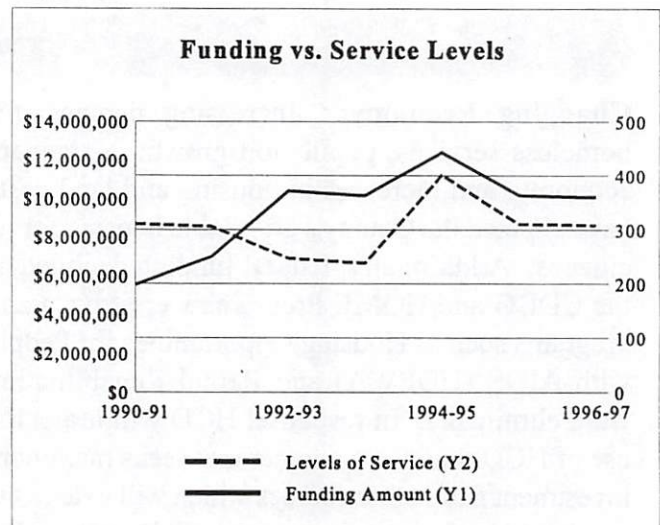
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$7,956,013    | \$24,625,232   | \$12,998,527      | \$28,082,322   |
| Other                        | 6,367,856      | 3,966,328      | 4,118,508         | 7,213,007      |
| Interfund Transfers          | 1,232,497      | 1,002,636      | 1,072,636         | 504,000        |
| TOTAL                        | \$15,556,366   | \$29,594,196   | \$18,189,671      | \$35,799,329   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,346,495    | \$1,571,865    | \$1,521,329       | \$1,732,943    |
| Operating Expenses           | 6,875,471      | 23,358,596     | 9,146,699         | 18,641,993     |
| Capital Outlay               | 131,286        | 191,200        | 121,000           | 148,500        |
| Non-Operating                | 1,835,125      | 4,472,535      | 1,137,636         | 15,275,893     |
| TOTAL                        | \$10,188,377   | \$29,594,196   | \$11,926,664      | \$35,799,329   |
| STAFFING                     |                |                |                   |                |
| Positions                    | 31             | 35             | 35                | 37             |
| Full Time Equivalents (FTEs) | 31.00          | 35.00          | 35.00             | 37.00          |

**Rate of Expenditure:** Another budgetary issue to be closely monitored involves expenditure levels. HUD has the ability to withhold future grant funds when current funds are not expended on a timely basis. Therefore staff has given priority to projects which are able to start quickly and utilize funding in a timely manner. **Figure 1** illustrates HCD's goal to improve the ratio of service delivery to funding levels. As this chart indicates, the rate of increase in units of service since FY 1992-93 has accelerated and is currently more evenly correlated to the rate of increase in funding levels.

**Uncertain Federal/State Funding:** Changing attitudes regarding federal funding introduced uncertainties into the budget year. For planning purposes, HCD anticipated receiving CDBG funds for Fiscal Year 1997 at the same level as Fiscal Year 1996, with a possible 10 to 25% reduction.

The Rental Rehabilitation Program expired and new funding for this program will no longer be available, thus reducing HCD's overall funding for Fiscal Year 1996-97. Any remaining unexpended funds for this program will be transferred to the HOME program and, after these funds are expended, all rental

Figure 1



rehabilitation projects will be funded from a single revenue source, thus increasing the level of competition for HOME funds.

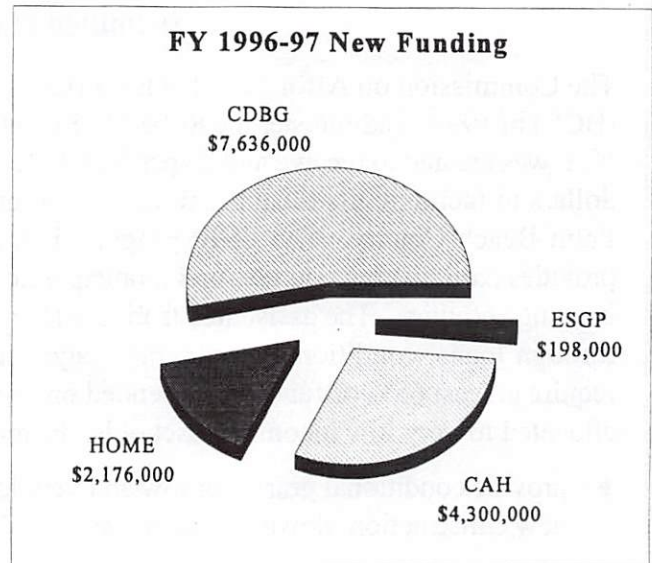
The delivery of revenues for the CAH is difficult to estimate because the State issues a projected entitlement for the year, but the actual provision of funds is provided on a quarterly basis from the revenues collected through the issuance of documentary stamps.



**Distribution of Funds:** Figure 2 depicts the proportionate amount of funds awarded from the various funding sources administered by HCD in FY 1996-97.

**Consolidated Plan Brings Changes:** In January 1995, HUD published regulations requiring HCD, as a participating jurisdiction, to prepare a Consolidated Plan which addresses CDBG, HOME, and ESGP. The changes set in motion by the consolidated planning process, as well as revisions to the HOME Program and the ESGP, have necessitated changes in the staffing patterns of the Department. Some of the changes involve the consolidation of the planning and application process with the creation of new documents, the use of sophisticated computer software, and a new reporting system. In addition, over the last two years, the number of projects requesting funding has

Figure 2



increased due to more public awareness and involvement.

### Significant Changes From Prior Year

**Approved Supplemental Items:** Supplemental funding included in the Department's FY 1996-97 budget:

- One Planner I position in response to the expansion of the Affordable Housing program. **Fiscal Impact: \$38,418.**

- One Rehabilitation Compliance Inspector position in response to increased workload demand of the CDBG housing rehabilitation program. **Fiscal Impact: \$37,384.**

**Definition of Program and Services**

The Commission on Affordable Housing (CAH) was established by the Board of County Commissioners (BCC) in 1990 to administer the Robert E. Pinchuck Memorial Affordable Housing Trust Fund (HTF). The HTF was created to receive and disperse State Housing Initiatives Partnership (SHIP) and local general fund dollars to facilitate the rehabilitation, acquisition, and construction of single and multi-family housing in Palm Beach County. The SHIP program is a formula based state housing block grant program which provides participating counties and municipalities with the financial assistance to fund a range of affordable housing activities. The assistance from the HTF can be provided to housing developers or to homebuyers through loans, conditional grants, mortgage subsidies or gap financing. The SHIP program regulations require at least 65% of funds be expended on home ownership activities and 30% of all units produced be allocated to very low income households. Primary services include:

- ◆ provide conditional grants for low and very low income homebuyers to pay impact fees associated with new construction, down payments, and closing costs or mortgage buydowns;
- ◆ provide financial assistance to low and very low homeowners to pay delinquent mortgage payments, late fees, attorney's fees, or refinancing charges associated with curing a residential foreclosure; and
- ◆ provide low interest loans to developers of affordable single and multi-family units to pay impact fees, engineering fees, and utility connection fees.

**Program Objectives for FY 1997**

1. Assist developers of multi-family and single-family housing to maintain an additional 260 new affordable housing units.
2. Assist low and very low income homebuyers to acquire, rehabilitate, or construct 154 affordable single-family homes.
3. Act as a "clearing house" of affordable housing information for developers, lenders, non-profit agencies, and families/individuals by facilitating the publishing of 2,500 brochures for distribution.

| PERFORMANCE MEASURES        | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-----------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Housing units               |                   |                 |                         |                   |                   |
| new multi-family developed  | 416               | n/a             | n/a                     | 60                | 60                |
| new single-family developed | 40                | n/a             | n/a                     | 200               | 200               |
| single-family assistance    | 31                | n/a             | n/a                     | 154               | 154               |
| Brochures printed           | n/a               | n/a             | n/a                     | 2,500             | 2,500             |



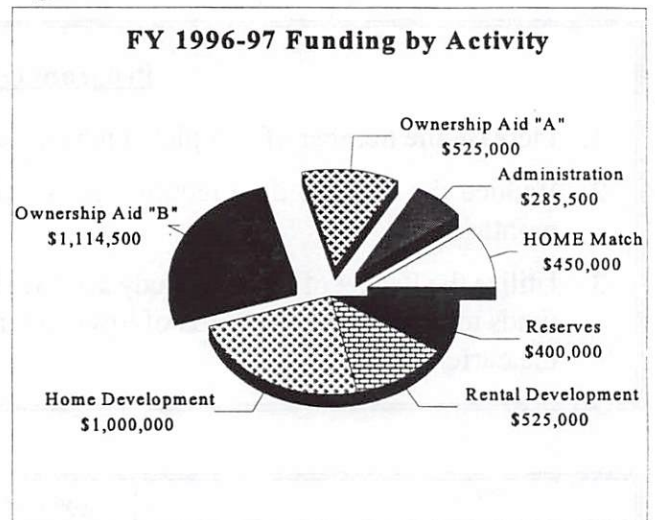
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$1,258,855    | \$4,283,965    | \$4,283,965       | \$4,300,000    |
| Other                        | 2,889,103      | 2,929,852      | 3,021,543         | 4,909,001      |
| TOTAL                        | \$4,147,958    | \$7,213,817    | \$7,305,508       | \$9,209,001    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$131,834      | \$174,557      | \$172,590         | \$217,198      |
| Operating Expenses           | 420,366        | 5,526,914      | 1,356,281         | 3,898,494      |
| Capital Outlay               | 5,388          | -              | -                 | 15,000         |
| Non-Operating                | 1,734,116      | 1,512,346      | 1,067,636         | 5,078,309      |
| TOTAL                        | \$2,291,704    | \$7,213,817    | \$2,596,507       | \$9,209,001    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 3.00           | 4.00           | 4.00              | 5.00           |

### Summary of Key Funding/Service Issues

**Uncertain State Funding Levels:** The state legislature is considering revisiting the Sadowski Affordable Housing Act (funding vehicle of the SHIP Program) to determine whether monies now collected for housing development, could be better utilized within the state's prison system as well as for new highway construction. If the legislature chooses to divert Sadowski funding away from the state's housing needs, the County's future annual SHIP allocation would be reduced significantly.

**Activities Funded:** The distribution of SHIP funds is governed by the County's Local Housing Assistance Plan (LHAP). The activities budgeted for FY 1996-97 are illustrated in **Figure 3**.

**Figure 3**



**Definition of Program and Services**

The U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) program was first enacted into law in 1974. The CDBG program is the principal federal program that assists states, counties, cities, and towns in devising innovative approaches to improving the physical, economic, and social conditions in low-income areas. These funds are allocated on local entitlement basis to municipalities with inter-local participation agreements and to activities serving blighted areas within the unincorporated County and for public services which are available countywide. Primary services include:

- ◆ rehabilitation of substandard single-family owner-occupied housing units;
- ◆ replacement housing/new construction;
- ◆ demolition of substandard structures;
- ◆ other public services through non-profit subrecipients/agencies, such as counseling, training, and transitional shelter; and
- ◆ coordination of capital improvements, such as street improvements, construction of parks and recreational facilities, and construction of community/activity centers.

**Program Objectives for FY 1997**

1. Increase the number of completed rehabilitations by 20% per year from 50 units to 60 units.
2. Reduce the average time required to complete capital improvement projects from 24 months to 18 months.
3. Utilize the Pocket of Poverty Study and the six year redevelopment plan update to allocate and distribute funds to better serve the needs of low- and moderate-income persons, to serve an additional 5% above the current level.

| PERFORMANCE MEASURES       | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|----------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Rehabilitations:           |                   |                 |                         |                   |                   |
| Completed                  | 53                | n/a             | n/a                     | 50                | 60                |
| Average months to complete | 24                | n/a             | n/a                     | 24                | 20                |
| Population served          | n/a               | n/a             | n/a                     | 32,386            | 34,005            |
| New units constructed      | 7                 | n/a             | n/a                     | 30                | 30                |
| Capital improvements:      |                   |                 |                         |                   |                   |
| Units completed            | 7                 | +285%           | n/a                     | 20                | 20                |
| Average months to complete | 24                | n/a             | n/a                     | 24                | 18                |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$6,238,283    | \$16,705,245   | \$6,804,258       | \$16,568,521   |
| Other                        | 3,343,011      | 611,988        | 313,000           | 300,000        |
| Interfund Transfers          | 101,009        | -              | 70,000            | 54,000         |
| TOTAL                        | \$9,682,303    | \$17,317,233   | \$7,187,258       | \$16,922,521   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,089,907    | \$1,258,597    | \$1,216,144       | \$1,372,900    |
| Operating Expenses           | 5,198,558      | 13,909,883     | 5,780,114         | 9,166,102      |
| Capital Outlay               | 125,898        | 191,200        | 121,000           | 133,500        |
| Non-Operating                | 101,009        | 1,957,553      | 70,000            | 5,943,578      |
| TOTAL                        | \$6,515,372    | \$17,317,233   | \$7,187,258       | \$16,616,080   |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 24.25          | 27.25          | 27.25             | 28.25          |

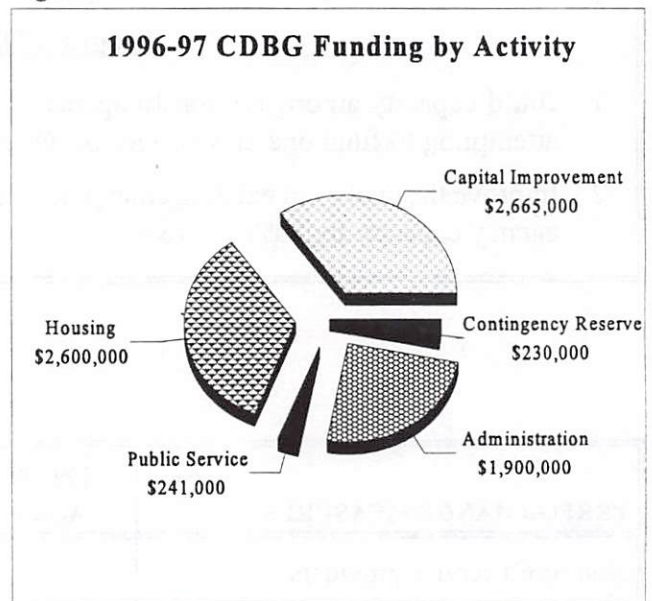
### Summary of Key Funding/Service Issues

**Studies Reveal Customer Needs:** According to the Affordable Housing Study and the Pocket of Poverty Study, the local target population to be served by CDBG funds is larger than previously believed. Funded activities will be maximized to serve a larger number of residents than in previous years.

**Focused Funding:** The primary objective of CDBG's local program is "comprehensive redevelopment," focusing resources on the most blighted neighborhoods of the County, thereby making the greatest impact on behalf of residents of low-and moderate incomes.

**Activities Funded:** Figure 4 illustrates the proportion of funding to be applied to various activities receiving CDBG funds for FY 1996-97.

Figure 4



**Definition of Program and Services**

The Stuart B. McKinney Homeless Assistance Act of 1987 created, among other programs, the Emergency Shelter Grants Program (ESGP). This program makes grants available directly to Palm Beach County as an eligible entitlement community in an effort to improve the quality of existing emergency shelters for the homeless, make available additional emergency shelters, and help meet the cost of operating such shelters and of providing certain essential social services to the homeless population. The County extends the financial assistance to non-profit agencies that operate both temporary shelters and/or transitional housing. Primary services include:

- ◆ emergency payments to prevent home foreclosures;
- ◆ subsidies to pay for emergency rent, mortgages, utilities, and legal costs;
- ◆ independent living assistance through education, training, or counseling; and
- ◆ operational funding for homeless shelters.

**Program Objectives for FY 1997**

1. Build capacity among non-profit agencies which provide services to the homeless by identifying and attempting to fund one new service provider agency.
2. Improve the quality of existing emergency shelters and levels of service for the homeless by increasing agency capacity by 10% per year.

| PERFORMANCE MEASURES         | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Non-profit service providers | 10                | n/a             | n/a                     | 7                 | 8                 |
| Homeless service units       | 13,641            | n/a             | n/a                     | 10,960            | 12,056            |



| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| Grants                       | \$148,872         | \$306,441         | \$200,000            | \$375,569         |
| TOTAL                        | \$148,872         | \$306,441         | \$200,000            | \$375,569         |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Operating Expenses           | \$138,310         | \$306,441         | \$200,000            | \$682,010         |
| TOTAL                        | \$138,310         | \$306,441         | \$200,000            | \$682,010         |
| STAFFING                     |                   |                   |                      |                   |
| Full Time Equivalents (FTEs) | .75               | .75               | .75                  | .75               |

### Summary of Key Funding/Service Issues

**Uncertain Federal Funding Levels:** It is anticipated that, in the future, homeless service units as a key performance indicator will decline. Forecasts of persons to be served are based on the federal funding provided. **Figure 5** illustrates how the funding level has fluctuated making it difficult for recipient agencies to plan their activities.

**Expenditure Limitations:** HCD, as the grantee,

must have all awarded grant funds obligated within 180 days and must expend all of the grant funding within twenty-four months of the date of the grant award by HUD.

**Activities Funded:** Three major categories of activities are eligible under the ESG Program. **Figure 6** illustrates the distribution of FY 1996-97 funding to each category.

Figure 5

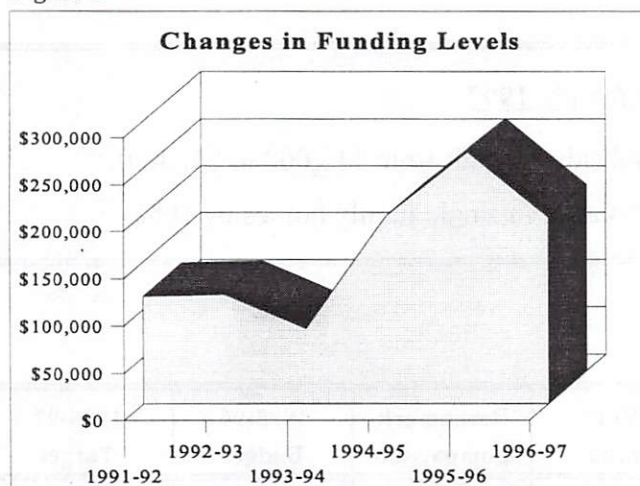
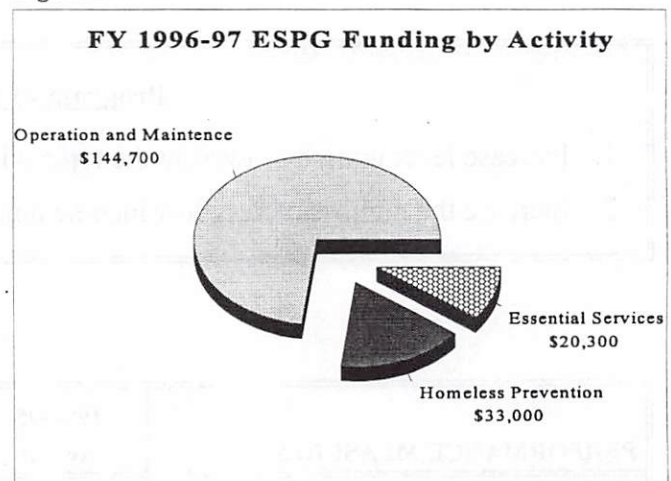


Figure 6



### Definition of Program and Services

The HOME Investment Partnership Program (HOME) was created by the 1990 Cranston-Gonzalez National Affordable Housing Act to allocate funds to eligible jurisdictions to strengthen public/private partnerships to provide affordable housing for low and very low income persons. Low-income is defined as persons living below 80% of the median income level and very low income is living below 50% of the median income level. HOME can be utilized to carry out multi-year housing strategies through acquisition, rehabilitation, new housing construction, and tenant-based rental assistance. Assistance can be provided through loans, advances, equity investment, interest subsidies and gap financing. HOME regulations also mandate that 15% of funds be set aside for a special type of community based non-profit organization called a Community Housing Development Organization (CHDO's). Primary services administered include:

- ◆ acquire and rehabilitate single family homes conveying ownership to low and very low income homebuyers eligible for a sufficient level of first mortgage financing;
- ◆ make rental rehabilitation loans to owners/investors of existing rental units to upgrade the living conditions of low and very low income households;
- ◆ provide financial assistance in the form of low interest loans and/or grants to both for profit and non-profit investors, owners, and developers to subsidize multi-family rental housing units; and
- ◆ provide financial assistance in the form of second mortgage subsidies to assist low and very low income first time homebuyers eligible for a sufficient level of first mortgage financing to acquire vacant properties and construct new housing units.

### Program Objectives for FY 1997

1. Increase leveraging by lowering the typical level of subsidy per unit from \$15,000 to \$12,000.
2. Increase the number of very low income homebuyers placed in single family homes by 10%.

| PERFORMANCE MEASURES                                     | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Very low income homebuyers placed in single family homes | n/a               | n/a             | n/a                     | 40                | 44                |
| Units rehabilitated                                      | 32                | +323%*          | n/a                     | 97                | 97                |
| New units constructed                                    | 21                | +185%*          | n/a                     | 39                | 39                |

\*This trend is for three years. Funding for this program was first received in FY 1992-93.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$310,003      | \$3,329,581    | \$1,710,304       | \$6,838,232    |
| Other                        | 135,742        | 424,488        | 783,965           | 2,004,006      |
| Interfund Transfers          | 1,131,488      | 1,002,636      | 1,002,636         | 450,000        |
| TOTAL                        | \$1,577,233    | \$4,756,705    | \$3,496,905       | \$9,292,238    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$124,754      | \$138,711      | \$132,595         | \$142,845      |
| Operating Expenses           | 1,118,237      | 3,615,358      | 1,810,304         | 4,895,387      |
| Non-Operating                | -              | 1,002,636      | -                 | 4,254,006      |
| TOTAL                        | \$1,242,991    | \$4,756,705    | \$1,942,899       | \$9,292,238    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 3.00           | 3.00           | 3.00              | 3.00           |

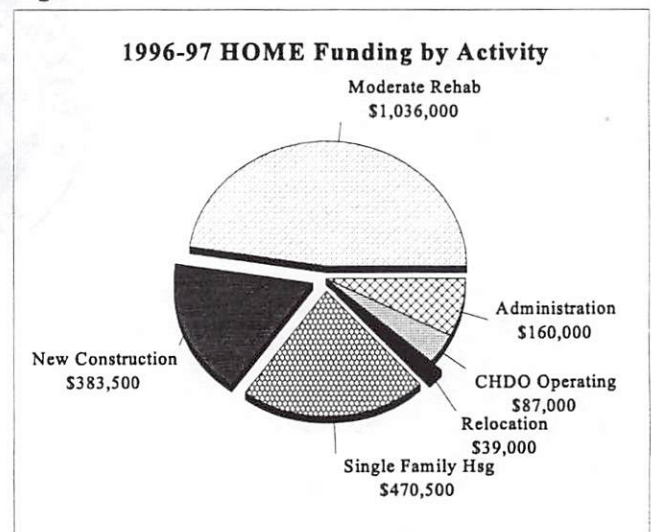
### Summary of Key Funding/Service Issues

**Uncertain Federal Funding Levels:** Funding for this program is expected to decline in the future due to reductions in federal programs. Therefore, the funds provided will limit the number of units produced.

**Expenditure Limitations:** HCD has 24 months to obligate funds, however expenditures must be made within five fiscal years. Obligated funds are carried forward each year until the grant allocation is fully expended.

**Activities Funded:** Figure 7 illustrates the distribution of funds according to the HOME program descriptions for FY 1996-97.

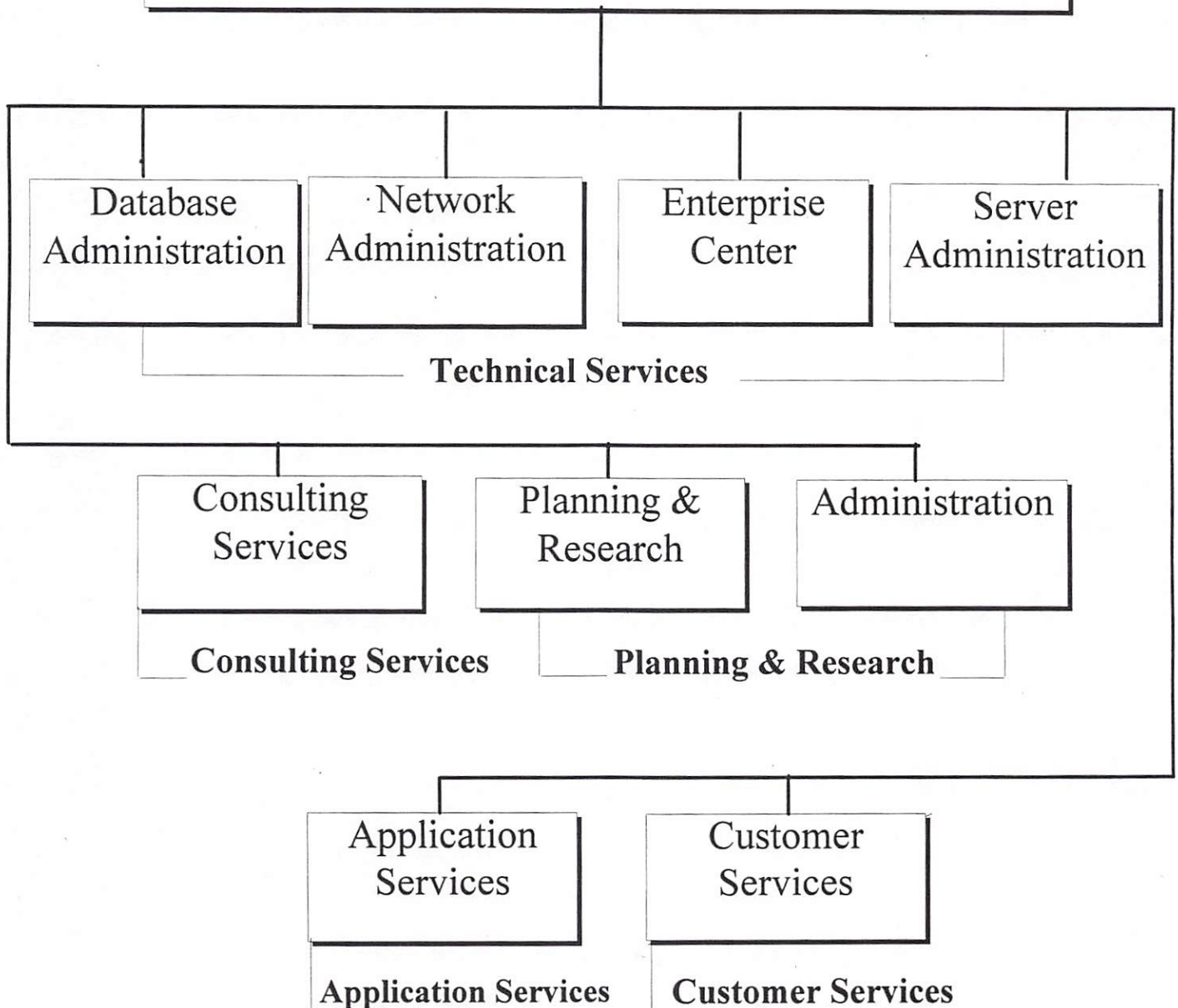
Figure 7







# Information Systems Services







**Mission**

To achieve and provide total quality performance in meeting the information technology requirements of internal and external customers.

**Summary of Services/Facilities**

Information Systems Services (ISS) serves the customer information resource needs and expectations of a government community with the following support services:

- provide interactive client communication practices, policies and procedures;
- administer application design, development and support practices, processes and procedures;
- provide and maintain advanced communication network design, functionality and performance;
- provide superior management of internal and external client projects, problems and Information Technology services; and
- offer and promote comprehensive education, training, management and support for end user requirements.

**Trends and Issues**

**Rapid Technology Advancement:** The field of computer science is the fastest growing advanced technology field in the world today. New development tools, hardware, and software are coming to market at a phenomenal speed. ISS customers are aware of the new technologies and expect ISS to provide the level of support and tools to meet their business computer needs. The customers expect ISS to close the computer gap between the private and public sectors by aligning ISS strategy with their business strategy in a proactive, value-added way, and by helping them determine which of the many products available today will be flexible and upgradable enough to meet future needs.

New technologies include system reengineering, data warehousing, decisions between network operating systems software products, virtual enterprise networks, a host of computers with 32 or 64-Bit Chips, CD-ROM, gigabyte hard drives with multimedia and wireless capabilities. The parallel

processor versus client-server debate with multiple tiers of selectable servers will guide the technical direction of databases, object oriented and programming languages in systems of the future.

The latest and hottest trend in the industry is the Internet and World Wide Web, with requirements to connect the desktop to the information super highway

**Customers' Requirements for Information:** Additional capacity will be needed for expanding Electronic Mail (E-Mail), software distribution and payroll timekeeping servers. Additional capacity will also be needed for expanding processing of the CJIS and CIVIS projects.

**Database Support:** The requirement for Database Administration (DBA) support is growing at a 50% annual rate. Difficulty in staffing DBA with qualified personnel may cause the continued use for external consulting services.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$13,712,651   | \$15,892,817   | \$14,413,126      | \$16,415,786   |
| Other                        | 392,623        | 50,000         | 50,000            | 50,000         |
| TOTAL                        | \$14,105,274   | \$15,942,817   | \$14,463,126      | \$16,465,786   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$7,184,490    | \$8,348,836    | \$7,005,068       | \$8,760,145    |
| Operating Expenses           | 4,840,189      | 4,985,843      | 6,251,121         | 6,713,080      |
| Capital Outlay               | 1,604,804      | 954,583        | 942,841           | 670,545        |
| Debt Service                 | 83,792         | 1,553,555      | 264,096           | 222,016        |
| Non-Operating                | -              | 100,000        | -                 | 100,000        |
| TOTAL                        | \$13,713,275   | \$15,942,817   | \$14,463,126      | \$16,465,786   |
| STAFFING                     |                |                |                   |                |
| Positions                    | 151            | 151            | 151               | 151            |
| Full Time Equivalents (FTEs) | 149.2          | 149.20         | 151.00            | 151.00         |

| PERFORMANCE MEASURES                   | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|--|----------------|--------------|----------------------|----------------|----------------|
| Students trained                       | n/a            | n/a          | n/a                  | 555            | 1,380          |
| Developer billable hours               | n/a            | n/a          | n/a                  | 1,280          | 1,326          |
| Production jobs completed as scheduled | n/a            | n/a          | n/a                  | n/a            | 90%            |
| Enterprise server:                     |                |              |                      |                |                |
| Computer resource utilization (hours)  | 4,473          | +30%         | n/a                  | 4,473          | 4,800          |
| Online data storage (billion bytes)    | 674            | +50%         | n/a                  | 674            | 800            |
| Tape processing/storage (millions)     | 108            | +50%         | n/a                  | 108            | 130            |
| Research requests completed            | n/a            | n/a          | n/a                  | 12             | 18             |

**Enterprise Center:** Growth in the Enterprise Center will stabilize and start to show a decline over time as the new Client-Server applications platform transforms the computer processing demands to a networked servers environment.

**Major Project Initiatives:** Work will continue on major automation projects currently in process. During the past several years, Palm Beach County has invested substantially in modernizing and

upgrading its software applications and hardware capability. These projects are accounted for in the capital budget rather than ISS's operating budget. Active projects are listed below.

- Criminal Justice System (CJIS)
- Geographic Information System (GIS)
- Wide Area Network (WAN)
- Technology Transformation Plan



**Significant Changes From Prior Year**

**Implementation of Solution Center:** The development of the Solution Center has required ISS to reallocate staff, relocate the facility, and purchase new software to resolve and support the increased volume of customers' requests for help. Monthly problem reports and customer requests for assistance have doubled in the past 12 months.

**Customer Training:** With the widespread use of office automation tools such as GroupWise,

departmental requests for training have increased substantially. ISS is projecting this trend to continue for FY 1996-97.

**Reorganization:** ISS reorganized from a hierarchical organization to a matrix organization consisting of nine service areas. Due to this reorganization, budget appropriations are not comparable with prior years.

**Definition of Program and Services**

To develop and maintain applications using state-of-the-art technologies. The intent is to satisfy ISS customers by providing high quality, user friendly applications at competitive prices. These applications are designed to help customers perform their roles in the most efficient way possible. Primary services include:

- ◆ pursue seamless re-engineering of existing customer applications using appropriate technology;
- ◆ cost recovery of Application Services budget line item for staff;
- ◆ provide and monitor staff education as it relates to the ISS Transformation Plan; and
- ◆ maintain customers' existing enterprise level applications through the ISS Transformation Plan.

**Program Objectives for FY 1997**

1. Complete 85% of assigned CSR's by their production required date.
2. Resolve 85% of problem reports within the time frame for their severity level.
3. Attain thirty billable hours per week, constituting 75% of each developer's available time.
4. Complete a minimum of 100 hours of training per developer.

| PERFORMANCE MEASURES                      | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % customer service requests (CSR) on time | n/a               | n/a             | n/a                     | n/a               | 85%               |
| % problem reports - on time               | n/a               | n/a             | n/a                     | n/a               | 85%               |
| % of developer billable hours             | n/a               | n/a             | n/a                     | n/a               | 75%               |
| % of developer training/education hours   | n/a               | n/a             | n/a                     | n/a               | 5.5%              |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$2,758,971    | \$3,169,539    | \$2,989,858       | \$3,509,484    |
| Operating Expenses           | 367,955        | 259,585        | 254,392           | 675,868        |
| Capital Outlay               | 105,560        | 142,000        | 139,160           | 98,800         |
| TOTAL                        | \$3,232,486    | \$3,571,124    | \$3,383,410       | \$4,284,152    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 48.00          | 48.00          | 59.00             | 59.00          |

### Summary of Key Funding/Service Issues

**Billable Hours:** The goal is to have each developer directly bill 75% of available work hours to the customer. This will allow planning of 5.5% of available work hours for training and education. See **Figure 1**.

**CSR Success Rate:** During FY 1997, ISS will attempt to more accurately forecast production dates to ISS customers by better project management. The objective is to increase to 85% the successful completion of CSR's by the agreed upon production date. See **Figure 2**.

Figure 1

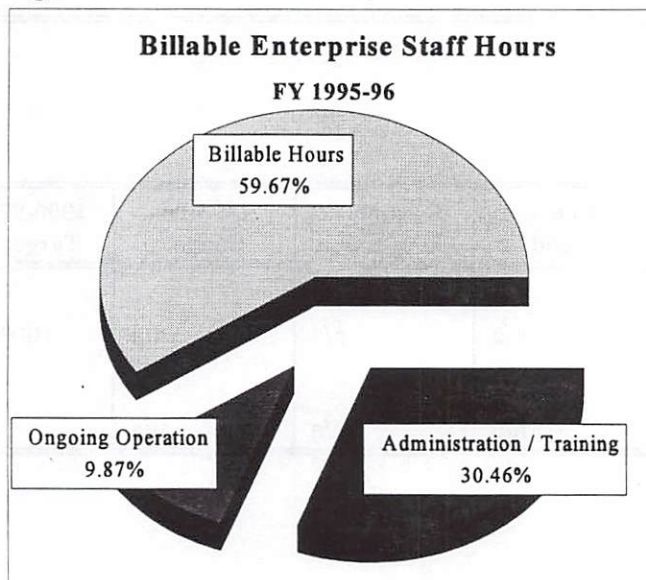
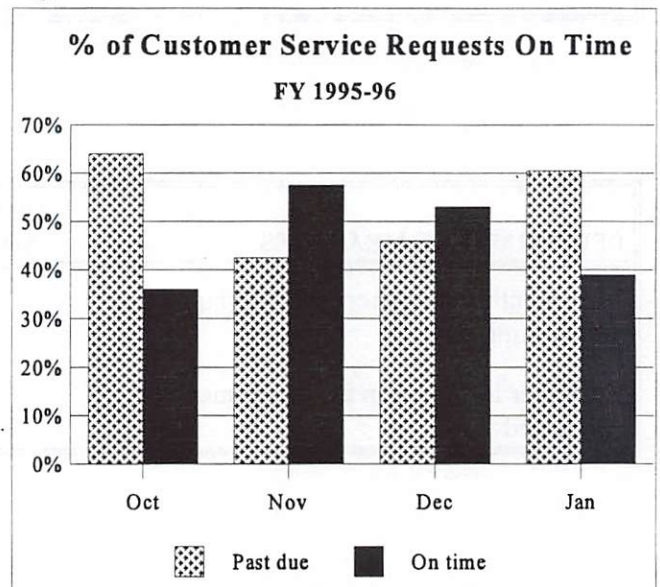


Figure 2



**Definition of Program and Services**

To integrate human and technical resources to implement business solutions by providing fiscal planning, system planning and analysis, project design and management. As the preferred provider of information technology products and services, ISS is committed to satisfying customers' business needs. Primary services include:

- ◆ provide proactive customer communications to improve customer service/satisfaction;
- ◆ provide technical direction consistent with the Transformation Plan;
- ◆ assist customers in Service Level Agreements preparation; and

**Program Objectives for FY 1997**

1. Prepare and distribute Monthly Customer Status Report by the 5th working day every month.
2. Conduct customer information exchange meetings bi-monthly.

| PERFORMANCE MEASURES                                       | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % of monthly status reports distributed by 5th working day | n/a               | n/a             | n/a                     | n/a               | 100%              |
| Customer information exchange meetings conducted           | n/a               | n/a             | n/a                     | n/a               | 6                 |



| <b>FINANCIAL &amp;<br/>STAFFING SUMMARY</b> | <b>1994-95<br/>Actual</b> | <b>1995-96<br/>Budget</b> | <b>1995-96<br/>Estimated</b> | <b>1996-97<br/>Budget</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| <b>APPROPRIATIONS</b>                       |                           |                           |                              |                           |
| Personal Services                           | -                         | \$407,391                 | \$131,500                    | \$463,749                 |
| Operating Expenses                          | \$11,583                  | 25,891                    | 25,373                       | 66,864                    |
| Capital Outlay                              | 16,772                    | -                         | -                            | 6,300                     |
| TOTAL                                       | \$28,355                  | \$433,282                 | \$156,873                    | \$536,913                 |
| <b>STAFFING</b>                             |                           |                           |                              |                           |
| Full Time Equivalents (FTEs)                | 11.00                     | 11.00                     | 8.00                         | 8.00                      |

**Definition of Program and Services**

To provide value added information technology support to enhance the efficiency of ISS and Palm Beach County's business operations. Focus is directed to the customers' needs in a shared partnership role in providing timely and cost effective end-user information solutions. Primary services include:

- ◆ provide a primary point of customer contact for Palm Beach County network users;
- ◆ resolve all customer problem/events in a timely and responsive manner;
- ◆ provide training classes for customers on Palm Beach County's standard software programs; and
- ◆ develop other specialized services to meet the customer's business driven needs.

**Program Objectives for FY 1997**

1. Establish a full service Support Center as a primary contact with customers.
2. Determine benchmark statistics to establish customer support parameters.
3. Communicate training class schedules to customers through the Monthly ISS Report.
4. Identify and train additional staff to provide training classes to meet the customer's CSR requested date.

| PERFORMANCE MEASURES          | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Employees trained on software | 986               | n/a             | n/a                     | n/a               | 1,380             |

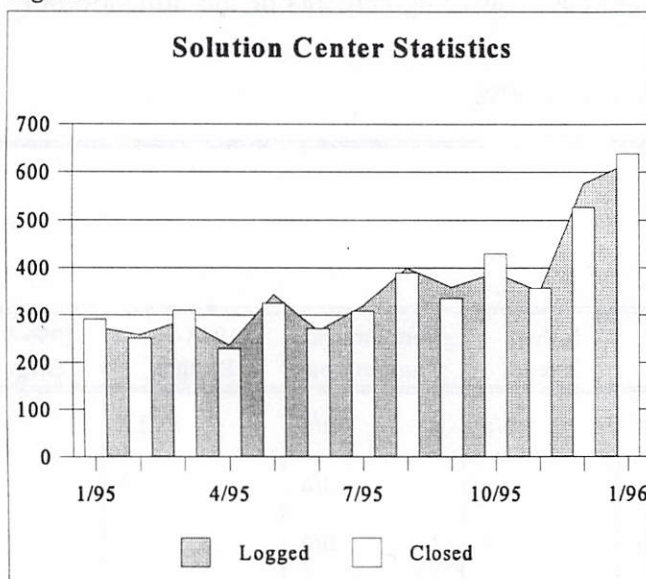


| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$1,028,502    | \$574,454      | \$447,732         | \$473,140      |
| Operating Expenses           | 317,680        | 97,051         | 87,760            | 108,090        |
| Capital Outlay               | 95,209         | -              | -                 | 101,865        |
| TOTAL                        | \$1,441,391    | \$671,505      | \$535,492         | \$683,095      |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 12.00          | 12.00          | 9.00              | 9.00           |

### Summary of Key Funding/Service Issues

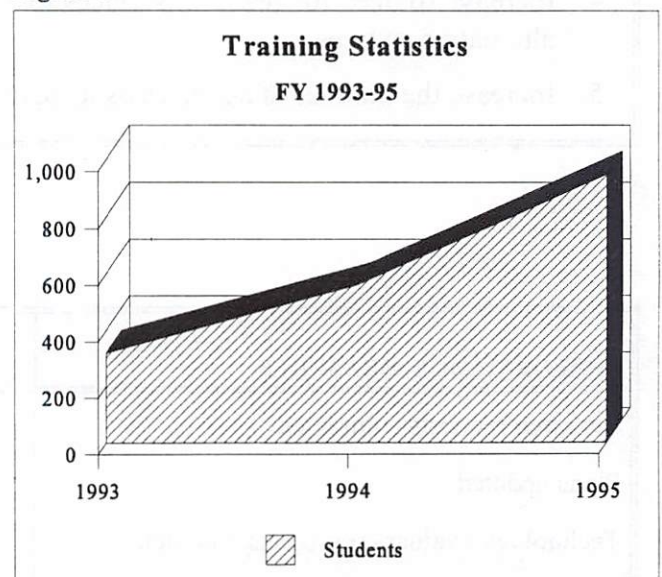
**Implementation of Solution Center:** Reallocation of staff, defining the role of personnel, relocating the facility, and purchasing and installing new software to support customer call tracking and problem resolution will result in an expanded set of customer support measurements in addition to problem calls logged. From January 1995 through January 1996, the monthly problem calls which were logged/closed doubled to over 600. See Figure 3.

Figure 3



**Allocation of Resources:** Customer Services will support all training requests by the dates requested and agreed upon with our customers by using available resources. This will facilitate the ability to train a greater number of individuals. Figure 4 shows an increased trend of individuals trained from 356 in 1993 to 986 in 1995.

Figure 4



**Definition of Program and Services**

To plan, research, evaluate, and support the implementation of new information systems for departments and constitutional offices. The Planning and Research Services area formulates long term as well as short term plans which provide vision and guidance for ISS and its customers. Administration Services provides internal ISS services such as procurement, accounts payable & receivable, agenda item preparation, human resources and budgeting. Primary services include:

- ◆ research and document technical issues for ISS Management and ISS Board Agencies;
- ◆ assist with the development of plans and technical strategies for transitioning to a Client/Server environment; and
- ◆ assist ISS staff in the evaluation and selection of technology solutions.

**Program Objectives for FY 1997**

1. Increase the number of research requests completed by 50%.
2. Update strategic planning documents (Enterprise ISP, Technical Architecture).
3. Increase the number of technology evaluation projects from six to seven.
4. Increase sources for research services to ISS through cooperative agreements or the utilization of alternative sources.
5. Increase the number of agencies using research services by 50%.

| PERFORMANCE MEASURES                     | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Research requests completed              | n/a               | n/a             | n/a                     | 12                | 18                |
| Plans updated                            | n/a               | n/a             | n/a                     | 0                 | 1                 |
| Technology evaluation projects completed | n/a               | n/a             | n/a                     | 6                 | 7                 |
| Agencies using research services         | n/a               | n/a             | n/a                     | 2                 | 3                 |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$13,712,651   | \$15,892,817   | \$14,413,126      | \$16,415,786   |
| Other                        | 392,623        | 50,000         | 50,000            | 50,000         |
| TOTAL                        | \$14,105,274   | \$15,942,817   | \$14,463,126      | \$16,465,786   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$118,766      | \$1,159,731    | \$819,949         | \$1,171,410    |
| Operating Expenses           | 663,053        | 1,242,490      | 2,595,290         | 2,097,362      |
| Capital Outlay               | 126,781        | 193,678        | 197,154           | -              |
| Debt Service                 | -              | 1,483,555      | 195,496           | -              |
| Non-Operating                | -              | 100,000        | -                 | 100,000        |
| TOTAL                        | \$908,600      | \$4,179,454    | \$3,807,889       | \$3,368,772    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 18.00          | 18.00          | 21.00             | 21.00          |

### Summary of Key Funding/Service Issues

**Staffing for Planning and Research Services:** Staffing for the PR program has been temporary. Until permanent employees are hired, it will be difficult to achieve maximum productivity or develop adequate performance measures. In the interim, students from FAU are being used to supplement the Planning & Research staff.

**Updating of Information Systems Plan (ISP):** There have been changes over the course of the past year which will require updates to the enterprise ISP. The information acquired will benefit the business customers in planning their technology acquisitions, ISS in planning for technical resources to service customers' needs, and the Agency

Consultants in understanding the requirements for service level agreements.

**Research Service Providers:** ISS currently has access to two providers of research services, each providing a unique level of competency to assist with technology decisions. Other County agencies have expressed interest in using these services and sharing the cost. Certain economies of scale would be achieved by pursuing this alternative. In addition, the Internet provides another avenue of acquiring research information. If the quality of the information is sufficient, it could supplement some of the services currently purchased from other service providers.

**Definition of Program and Services**

Network Administration Services (NAS) provides local and wide area data communications and desktop support to departments and agencies under the Board of County Commissioners as well as various Constitutional Officers. Server Administration Services (SAS) provides the framework of a reliable and scalable enterprise of networked servers. Database Administration Services (DAS) provides the development and production environments with stable, efficient and recoverable database platforms. Enterprise Center Services (ECS) provides dynamic and progressive production processing and printing.

**Program Objectives for FY 1997**

1. Implement Phase III of the Wide Area Network Enterprise Capital Improvement Program (NAS).
2. Provide for an estimated 50% increase in disk storage, processing hours and tape processing on the enterprise servers (SAS).
3. Provide database support to attain a 95% up-time availability (DAS) .
4. Complete 90% of all production jobs as scheduled (ECS).

| PERFORMANCE MEASURES                          | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % customer service requests completed on time | n/a               | n/a             | n/a                     | n/a               | 85%               |
| Computer resource utilization (hours)         | 4,473             | +30%            | n/a                     | 4,473             | 5,815             |
| On-line data storage (billion bytes)          | 674               | +50%            | n/a                     | 674               | 1,011             |
| Tape processing/storage (billion I/O):        | 108               | +50%            | n/a                     | 108               | 162               |
| % database availability                       | n/a               | n/a             | n/a                     | n/a               | 95%               |
| % jobs completed as scheduled                 | n/a               | n/a             | n/a                     | n/a               | 90%               |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$3,278,251    | \$3,037,721    | \$2,616,029       | \$3,142,362    |
| Operating Expenses           | 3,479,918      | 3,360,826      | 3,288,306         | 3,764,896      |
| Capital Outlay               | 1,260,482      | 618,905        | 606,527           | 463,580        |
| Debt Service                 | 83,792         | 70,000         | 68,600            | 222,016        |
| TOTAL                        | \$8,102,443    | \$7,087,452    | \$6,579,462       | \$7,592,854    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 60.20          | 60.20          | 54.00             | 54.00          |

### Summary of Key Funding/Service Issues

**Production Workload:** The goal of the Enterprise Center is to accurately process work requested by customers. To help accomplish this goal, ISS has identified the amount of work processed by the enterprise parallel servers and associated it to the amount of problems reported on those servers. See **Figure 5**.

**Demand for Database Administration Services:** Countywide requirements for database support are currently at a 75% increase from the prior years. See **Figure 6**.

Figure 5

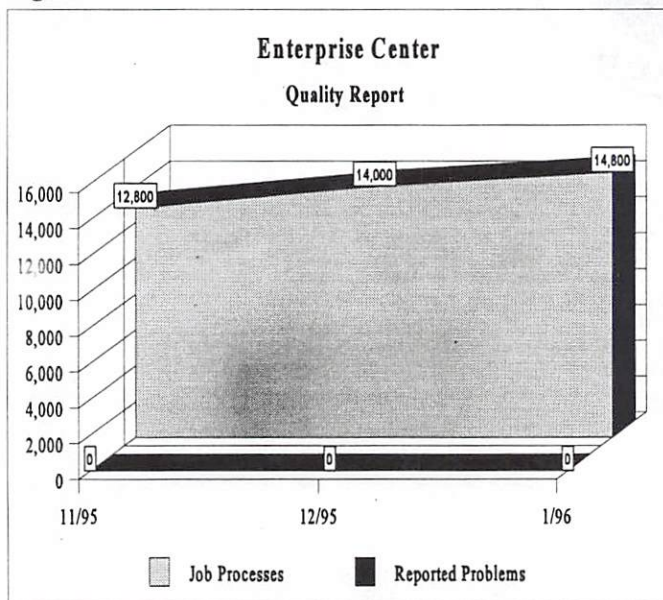
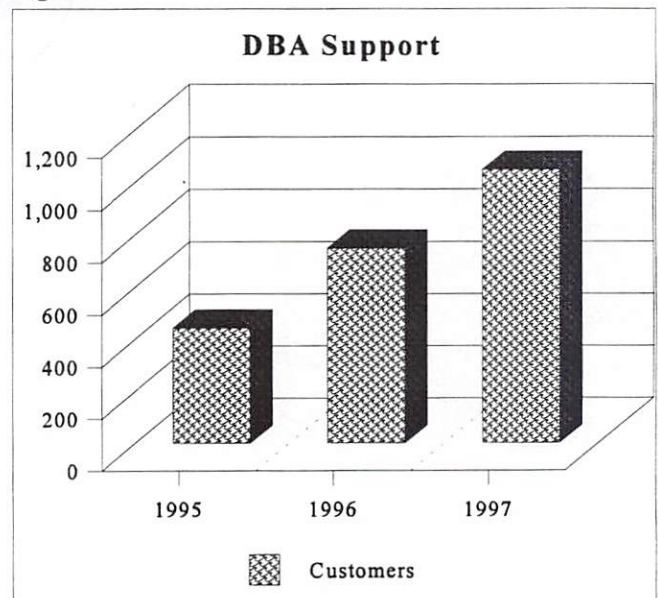


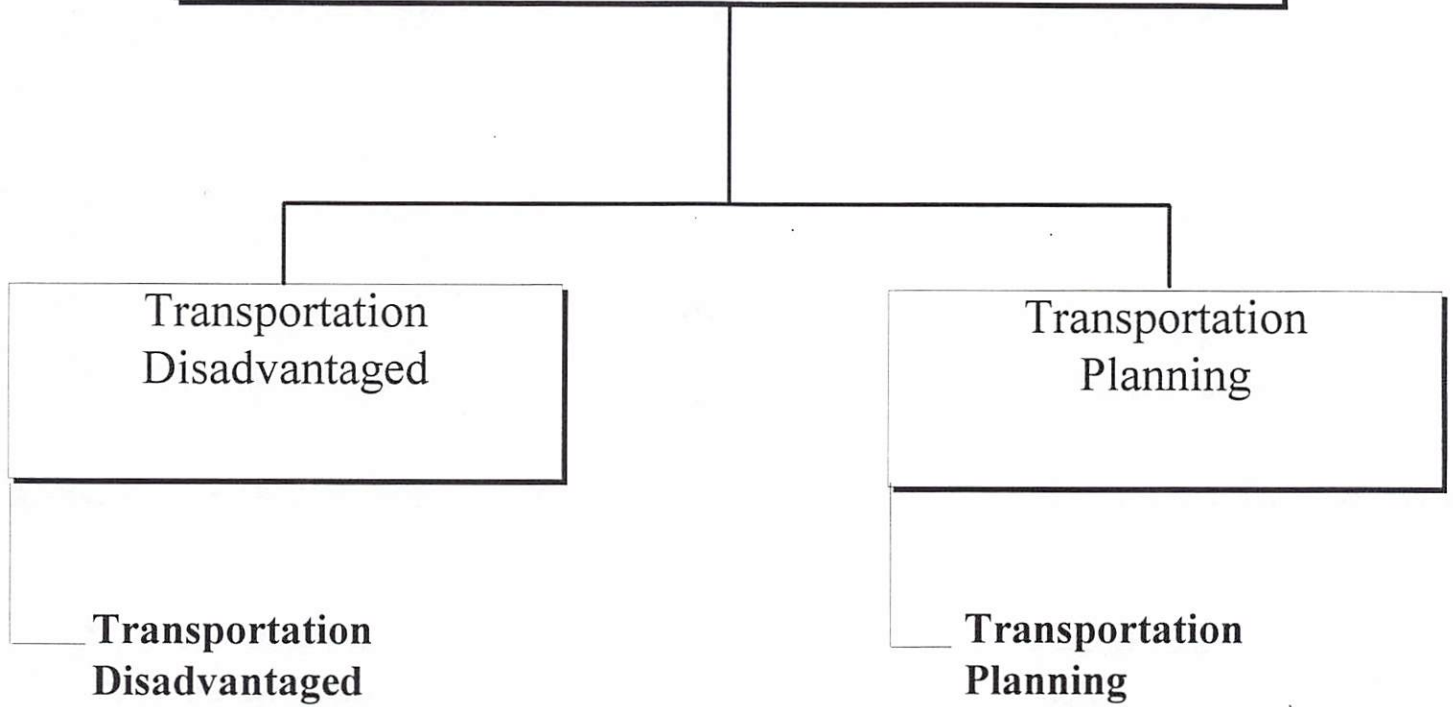
Figure 6







# Metropolitan Planning Organization



10 Positions

# Metropolitan Planning

## Organization



Planning and Development

Transportation



**Mission**

To perform continuous comprehensive and coordinated transportation planning required under federal, state, and local regulations.

**Summary of Services/Facilities**

The Metropolitan Planning Organization (MPO) is responsible for both long (twenty years) and short (five years) range comprehensive transportation planning. The areas monitored by the MPO have expanded beyond socio-economic data, transit statistics and roadway improvements and now include pavement management, safety and

beautification. As a large urban area with a population exceeding 200,000, the MPO serves as a TMA (Transportation Management Area) with the attendant responsibilities and requirements. The MPO also serves as the designated Community Transportation Coordinator for the provision of services to the transportation disadvantaged.

**Trends and Issues**

**Significant Changes in the Transportation Planning Process:** With the passage of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), the MPO has taken on an expanded role in the transportation and comprehensive planning activities in Palm Beach County.

**Impact of Future Population Growth:** In past years, Palm Beach County has experienced a rapid

rate of growth. With this growth has come attendant transportation system problems. Traffic volumes have continued to increase approximately four percent annually in recent years. The existing backlog of congested roadways must be addressed as well as short term and long range projected transportation. A multi-model system must be part of a strategic plan to meet the demands of population growth.

**Significant Changes From Prior Year**

**Medicaid Transportation Responsibility:** The Department assumed responsibility for providing transportation to indigent medicaid patients during 1995. A state grant for \$1 million will fund the program in FY 1996-97

**Other Changes in Grant Funding Levels:** An additional \$130,000 is budgeted for a Highway

Planning Research Grant provided by the State of Florida. This one year grant will pay for a hurricane evaluation study. Federal Transit Administration funds totaling \$300,000 were received as a one time grant in FY 1996 and are not included in the FY 1997 budget. This grant was awarded to pay a portion of the development cost for the new Geographic Information System (GIS).

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | \$903,072         | \$2,671,823       | \$2,586,389          | \$3,404,169       |
| User Fees/Charges               | 286               | -                 | -                    | -                 |
| Interfund Transfers             | 249,761           | 224,943           | 310,377              | 305,127           |
| TOTAL                           | \$1,153,119       | \$2,896,766       | \$2,896,766          | \$3,709,296       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$471,917         | \$564,637         | \$564,637            | \$632,633         |
| Operating Expenses              | 678,380           | 2,023,529         | 1,702,529            | 3,030,663         |
| Capital Outlay                  | 65,651            | 8,600             | 8,600                | 10,000            |
| Non-Operating                   | 262,500           | 300,000           | 621,000              | 36,000            |
| TOTAL                           | \$1,478,448       | \$2,896,766       | \$2,896,766          | \$3,709,296       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 10                | 10                | 10                   | 10                |
| Full Time Equivalents (FTEs)    | 10.00             | 10.00             | 10.00                | 10.00             |

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Board requested special studies completed.  | 2                 | n/a             | n/a                     | 2                 | 2                 |
| New studies and updates to existing plans completed as scheduled.                                 | 3                 | n/a             | n/a                     | 3                 | 2                 |
| Compliance documents completed as required under Federal and State yearly reporting requirements. | 4                 | n/a             | n/a                     | 3                 | 3                 |



**Definition of Program and Services**

To develop, implement, coordinate, and monitor a transportation service program and plan for Palm Beach County's disadvantaged population. The client base is composed primarily of those persons who, because of physical or mental disability, income status, age, handicap, high risk or at-risk children, are unable to transport themselves or purchase transportation. Services entail the transportation of disadvantaged persons to health care, employment, education, shopping, social activities, and other life sustaining activities.

**Program Objectives for FY 1997**

1. Implement a new computerized scheduling program that will result in more efficient scheduling and expanded pickup.
2. Encourage the use of multiple occupancy vehicles through education of operations and the implementation of the computerized scheduling program.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Percent of program operators monitored twice per year   | n/a               | n/a             | n/a                     | n/a               | 100%              |
| Percent invoicing process completed within appropriate time frame                                   | n/a               | n/a             | n/a                     | n/a               | 100%              |
| Percent annual documents and agreements submitted to regulatory agency within stipulated time frame | n/a               | n/a             | n/a                     | n/a               | 100%              |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | \$588,503         | \$935,963         | \$935,963            | \$1,968,456       |
| Interfund Transfers             | 65,442            | 99,795            | 99,795               | 103,403           |
| TOTAL                           | \$653,945         | \$1,035,758       | \$1,035,758          | \$2,071,859       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | -                 | \$18,956          | \$18,956             | \$18,915          |
| Operating Expenses              | \$288,489         | 1,016,802         | 695,802              | 2,016,944         |
| Capital Outlay                  | 34,898            | -                 | -                    | -                 |
| Non-Operating                   | -                 | -                 | 321,000              | 36,000            |
| TOTAL                           | \$323,387         | \$1,035,758       | \$1,035,758          | \$2,071,859       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 3                 | 3                 | 3                    | 3                 |
| Full Time Equivalents (FTEs)    | 3.00              | 3.00              | 3.00                 | 3.00              |

### Summary of Key Funding/Service Issues

**Grant Funding for Medicaid Transportation:** In FY 1996-97, \$1 million in state grant funding will be received to provide transportation for Medicaid recipients. Responsibility was assumed for administering this program in 1996 in accordance

with Florida Statute 427. The statute directs the Community Transportation Coordinator of Palm Beach County (MPO), to integrate all transportation disadvantage programs.



**Definition of Program and Services**

Transportation Planning consists of three components or processes: long range planning; short range planning; and comprehensive planning coordination. The long range planning process (2015 Plan) addresses transportation needs for at least 20 years. The short range planning process addresses existing and interim transportation needs for a five-year period. Comprehensive Planning involves the coordination, maintenance and implementation of local comprehensive plans, regional policy plans and state growth management planning.

**Program Objectives for FY 1997**

1. Develop, implement, and maintain a multi modal transportation system plan that continues to meet all requirements and guidelines consistent with both local, regional, and statewide comprehensive plans and federal regulations and programs.
2. Develop and maintain a short range planning process to include plan updates to existing management and transportation systems, special studies and growth management.

| PERFORMANCE MEASURES                                       | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Common computer maps produced                              | n/a               | n/a             | n/a                     | n/a               | 52                |
| Percent of Transportation System inventoried and mapped    | n/a               | n/a             | n/a                     | n/a               | 100%              |
| Percent of planning work completed-interim plan update     | n/a               | n/a             | n/a                     | n/a               | 100%              |
| Percent of 2015 plan reviewed within time frame (06/30/97) | n/a               | n/a             | n/a                     | n/a               | 100%              |
| Percent of studies made pursuant to valid requests         | n/a               | n/a             | n/a                     | n/a               | 100%              |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | \$314,569         | \$1,735,860       | \$1,650,426          | \$1,435,713       |
| User Fees/Charges               | 286               | -                 | -                    | -                 |
| Other                           | -                 | -                 | -                    | -                 |
| Interfund Transfers             | 184,319           | 125,148           | 210,582              | 201,724           |
| TOTAL                           | \$499,174         | \$1,861,008       | \$1,861,008          | \$1,637,437       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$471,917         | \$545,681         | \$545,681            | \$613,718         |
| Operating Expenses              | 389,891           | 1,006,727         | 1,006,727            | 1,013,719         |
| Capital Outlay                  | 30,753            | 8,600             | 8,600                | 10,000            |
| Non-Operating                   | 262,500           | 300,000           | 300,000              | -                 |
| TOTAL                           | \$1,155,061       | \$1,861,008       | \$1,861,008          | \$1,637,437       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 7                 | 7                 | 7                    | 7                 |
| Full Time Equivalents (FTEs)    | 7.00              | 7.00              | 7.00                 | 7.00              |

### Summary of Key Funding/Service Issues

**Planning Tasks for FY 1997:** In FY 1996-97, two significant planning tasks will be undertaken. The first task involves the validation of a computer travel model. The model will be used to develop Countywide transportation plans for the future.

The second planning task, the "Transit Development Plan," will establish an operational review of all factors impacting the expansion of Palm Tran's fixed route bus system.



# Palm Tran

- **Operations**
- **Maintenance**
- **Dial-a-Ride**
- **Marketing**
- **Capital Expansion**

2 Positions

Palma Jern

1880-1881

1882-1883

1884-1885

1886-1887

1888-1889

1890-1891



**Mission**

To provide the riding public of Palm Beach County with safe, convenient, and affordable mass transportation.

**Summary of Services/Facilities**

In FY 1994-95, Palm Tran provided two types of transportation. Fixed route, Countywide service was provided six days per week on eighteen routes plus Tri-Rail feeder routes, using fifty-six buses. Beginning December 1995, through August 1996, new routes were added. The expanded service provides a 155% increase in service: seven days per week, thirty-two routes, and 143 buses.

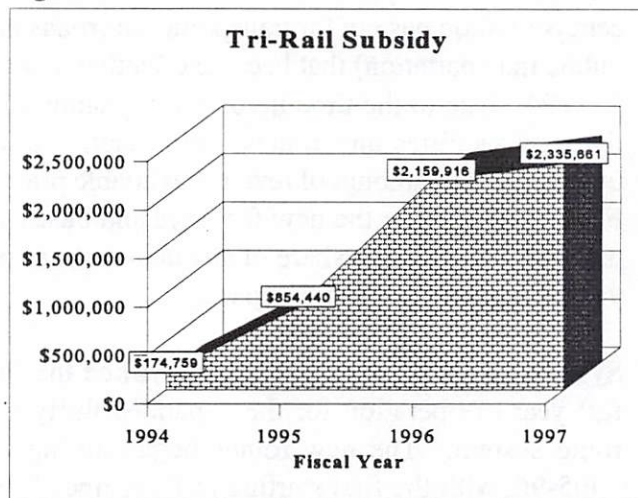
SpecTran, a second type of transport, provides door-to-door paratransit services to Americans with Disability Act (ADA) eligible riders and Transportation Disadvantaged riders under the state TD program.

Currently, there is no Palm Tran/Spec Tran facility. The expanded service necessitates a satellite maintenance/dispatch facility in Delray Beach and a larger main facility in West Palm Beach.

**Trends and Issues**

**Tri-Rail Subsidy:** Since FY 1993-94, Palm Beach County, along with Dade and Broward Counties, have equally subsidized Tri-Rail's operating loss to show their commitment to mass transportation and reduce drivers on the roads. The subsidy has increased each year, requiring additional funds that could be utilized by Palm Tran. It appears that the subsidy will continue to escalate as Tri-Rail has initiated an expansion program that will increase service levels. It is doubtful that the improved service will generate sufficient additional revenue to cover the cost. See **Figure 1**.

**South County Facility:** When the decision was made to expand the fixed route system to thirty-two routes, it became apparent that it would be inefficient to continue to operate and maintain all of the buses out of the existing facility. A bid was awarded in the first quarter of FY 1995-96 for the construction of a South County Satellite Facility in Delray Beach at a cost of \$3,445,000. The contract calls for completion by January 1997, but it could be completed as early as November 1996.

**Figure 1**

**New Main Facility:** In order to meet space and additional requirements of an expanded system, construction of a new main facility began during FY 1995-96. It will be located north of 25th Street on Electronics Way in West Palm Beach, and will replace the old facility at the Palm Beach International Airport. Completion is expected during the fall of 1997.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$3,523,602    | \$26,034,200   | \$9,882,218       | \$17,311,798   |
| User Fees/Charges            | 1,876,381      | 2,453,520      | 2,269,320         | 4,547,320      |
| Other                        | 519,132        | 2,152,600      | 504,262           | 803,000        |
| Interfund Transfers          | 6,287,006      | 18,547,294     | 12,408,152        | 21,108,582     |
| TOTAL                        | \$12,206,121   | \$49,187,614   | \$25,063,952      | \$43,770,700   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$967,809      | \$1,462,001    | \$8,317,851       | \$15,549,764   |
| Operating Expenses           | 12,331,055     | 20,588,413     | 8,986,237         | 10,415,519     |
| Capital Outlay               | 13,237,361     | 27,137,200     | 7,759,864         | 17,805,417     |
| TOTAL                        | \$26,536,225   | \$49,187,614   | \$25,063,952      | \$43,770,700   |
| STAFFING                     |                |                |                   |                |
| Positions                    | -              | -              | 2                 | 2              |
| Full Time Equivalents (FTEs) | -              | -              | 2.00              | 2.00           |

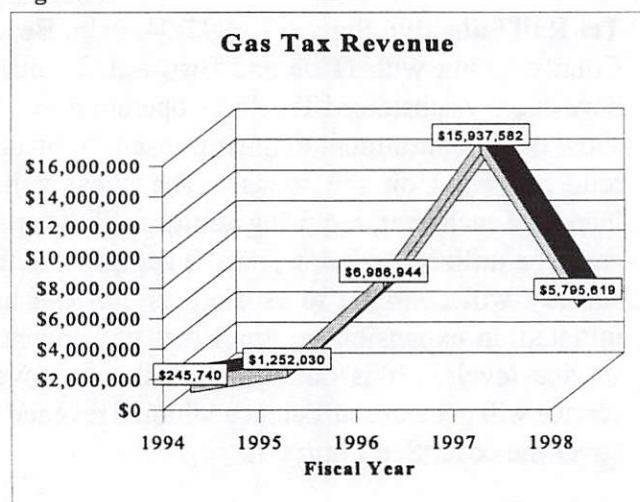
### Significant Changes From Prior Year

**Gas Tax Revenues:** The Board of County Commissioners approved the imposition of a six cent per gallon gas tax for transportation (roads and public transportation) that became effective January 1, 1994. Due to the time involved in planning for the new facilities and routes, Palm Tran has not utilized the full amount of revenue available prior to FY 1996-97. After the new facilities and buses are paid for, Palm Tran's share of gas tax revenues per year will stabilize. See **Figure 2**.

**System Expansion:** FY 1996-97 will be the first full year of operation for the expanded thirty-two route system. The new routes began during FY 1995-96, with the first starting in December 1995, second in February 1996, three each in April and June, and the remaining in August 1996.

**Service to Tri-Rail Customers:** With the implementation of the expanded bus system, Palm Tran provides service to and from all Tri-Rail stations in the County. This level of service is not yet provided at stations in Broward and Dade Counties.

Figure 2



**ADA Compliance:** FY 1995-96 marked the beginning of the conversion from operating the SpecTran paratransit service under the State Transportation Disadvantaged Program to under Federal ADA Regulations. The conversion will be complete and the County in full compliance by the second quarter of FY 1996-97. The larger service area caused by the bus system expansion will more than double the number of Dial-a-Ride trips.



**Definition of Program and Services**

To provide daily scheduled service in a timely, safe, customer friendly, and professional manner. Primary services include:

- ◆ hire and train drivers;
- ◆ dispatch vehicles;
- ◆ establish work assignments and administer union contract;
- ◆ investigate accidents; and
- ◆ respond to telephone inquiries.

**Program Objectives for FY 1997**

1. Reduce accidents to 2.5 per 100,000 miles.
2. Increase the percent of scheduled trips met to 100%.
3. Increase the percent of on time trips from 90% to 95%.
4. Provide service that results in no more than one valid complaint per month.

| PERFORMANCE MEASURES                                 | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Accidents per 100,000 miles                          | 2.6               | n/a             | n/a                     | 2.5               | 2.5               |
| Percent of scheduled trips met                       | 99.92%            | n/a             | n/a                     | 100%              | 100%              |
| Percent of trips on time                             | 80%               | n/a             | n/a                     | 90%               | 95%               |
| Valid complaints per month                           | n/a               | n/a             | n/a                     | n/a               | 1                 |
| Average seconds wait time per call                   | n/a               | n/a             | n/a                     | n/a               | 30                |
| Percent of system cost recovered by farebox revenues | 26%               | n/a             | n/a                     | 24%               | 36%               |

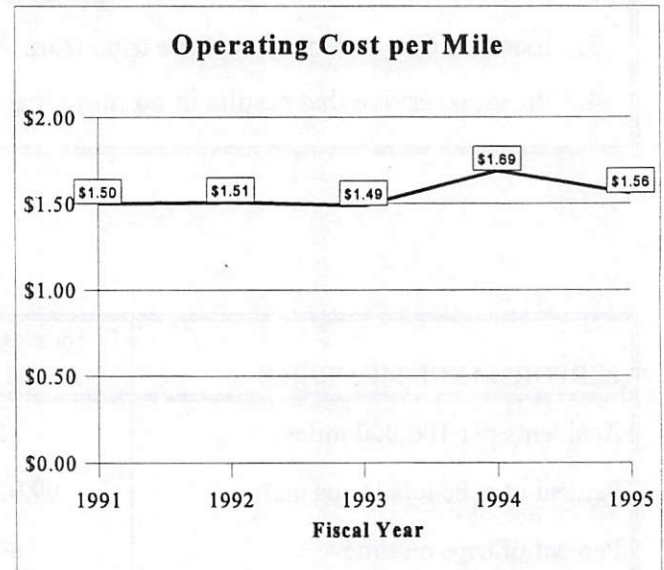
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | \$3,523,602    | \$3,504,600    | \$3,327,781       | \$2,483,868    |
| User Fees/Charges            | 1,871,297      | 2,448,520      | 2,262,320         | 4,542,320      |
| Other                        | 512,531        | 581,500        | 498,000           | 798,000        |
| Interfund Transfers          | 5,167,819      | 12,747,062     | 8,770,807         | 15,285,314     |
| TOTAL                        | \$11,075,249   | \$19,281,682   | \$14,858,908      | \$23,109,502   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$958,709      | \$1,087,700    | \$6,395,214       | \$11,594,578   |
| Operating Expenses           | 10,436,536     | 12,375,579     | 4,581,036         | 5,322,678      |
| Capital Outlay               | 155,571        | 65,870         | 94,570            | 48,425         |
| TOTAL                        | \$11,550,816   | \$13,529,149   | \$11,070,820      | \$16,965,681   |
| STAFFING                     |                |                |                   |                |
| Positions                    | -              | -              | 2                 | 2              |
| Full Time Equivalents (FTEs) | -              | -              | 2.00              | 2.00           |

### Summary of Key Funding/Service Issues

**Budget Increase:** Due to the expansion from 18 to 32 routes, implementation of seven days a week service and the increase to 143 buses, the FY 1996-97 Operations budget is increased by \$3,436,532 (25.4%) over the FY 1995-96 budget and \$5,414,865 (46.9%) over FY 1994-95 actual. The increase is funded by increases in fares due to additional riders and gas tax transfers.

**Cost per Mile:** The operating cost per mile has fluctuated between a low of \$1.49 in FY 1992-93 and a high of \$1.69 in FY 1993-94 over the past five years. This trend reflects an increasingly efficient operation that has been able to maintain a steady per unit cost despite inflation and rising salaries. See Figure 3.

Figure 3





**Definition of Program and Services**

To provide the proper and cost effective maintenance of the bus fleet to insure that sufficient vehicles are available to meet the daily service requirement. Primary services include:

- ◆ preventive maintenance and tire rotation on buses and service vehicles;
- ◆ accident repair, routine maintenance, and road call assistance;
- ◆ daily cleaning, washing and fueling of buses and service vehicles;
- ◆ storage and replacement of parts inventory; and
- ◆ revenue collection, counting and depositing.

**Program Objectives for FY 1997**

1. Perform proper preventive maintenance every 6,000 miles.
2. Eliminate complaints of dirty vehicles.
3. Reduce road calls to not greater than one per 5,000 miles
4. Maintain adequate inventory to minimize down-time to 5% or less for non-routine maintenance and accident repair

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Average miles between road calls                                    | 3,869             | n/a             | n/a                     | 4,000             | 5,000             |
| Average miles between wheelchair lift road calls                    | 69,340            | n/a             | n/a                     | 75,000            | 75,000            |
| Driver and passenger complaints of dirty vehicles per 100,000 miles | n/a               | n/a             | n/a                     | n/a               | 0                 |
| Percent of preventive maintenance inspections on time               | n/a               | n/a             | n/a                     | n/a               | 100%              |
| Percent of bus availability for to meet scheduled routes            | n/a               | n/a             | n/a                     | 100%              | 100%              |
| Average hours down time for non-routine maintenance                 | n/a               | n/a             | n/a                     | n/a               | 24                |

| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | -              | \$310,698      | \$1,411,614       | \$3,020,024    |
| Operating Expenses           | -              | 3,513,113      | 1,354,197         | 1,397,093      |
| Capital Outlay               | -              | 58,010         | 43,465            | 62,115         |
| TOTAL                        | -              | \$3,881,821    | \$2,809,276       | \$4,479,232    |

### Summary of Key Funding/Service Issues

**Budget Increase:** The maintenance budget is increased by \$597,412 (15.4%) due to the increase in the size of the Fleet to 143 buses and the addition of new routes, which will result in an increase in the number of miles driven and the need for maintenance. See **Figure 4**.

**Cost Per Mile:** The maintenance cost per mile driven has fluctuated between 46 cents and 51 cents over the past five year. The cost stabilization reflects the success of an aggressive preventive maintenance program that is designed to minimize the need for large, expensive repairs. See **Figure 5**.

Figure 4

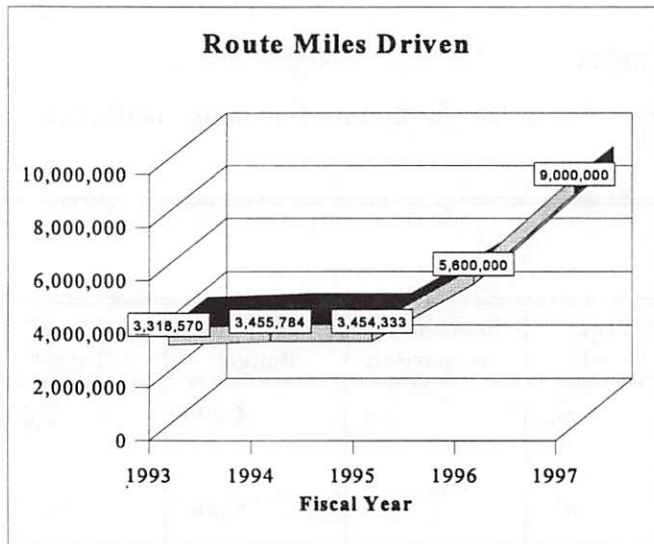
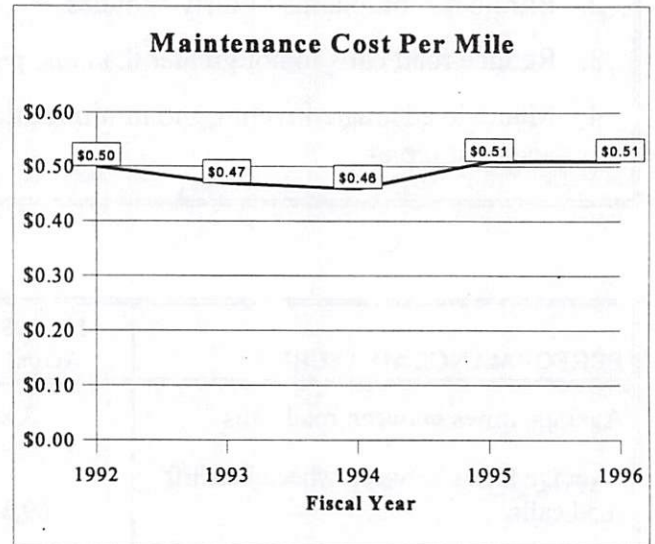


Figure 5





**Definition of Program and Services**

Federal Americans with Disabilities Act (ADA) regulations require transit operators to provide paratransit dial-a-ride services for the disabled community in a mode that is directly complimentary to the fixed route public bus system. Those individuals not eligible for ADA paratransit service become eligible as TD (Transportation Disadvantaged) riders who are not sponsored by the other programs. A private company provides the service to customers. Primary services include:

- ◆ ADA service for work, training, shopping, medical, and recreation;
- ◆ TD service on a priority basis as follows: medical, grocery shopping, rehabilitative training, employment, and recreation; and
- ◆ scheduling, application processing, ADA determination and monitoring.

**Program Objectives for FY 1997**

1. Increase service to meet the expanded ADA demand caused by the expansion of the Palm Tran public fixed route service.
2. Achieve full compliance with ADA by January 25, 1997, as required by law.
3. Complete the transition of all Transportation Disadvantaged clients to TD providers.
4. Mail the new ADA eligibility application to all current ADA clients and process returned applications by February 1997.

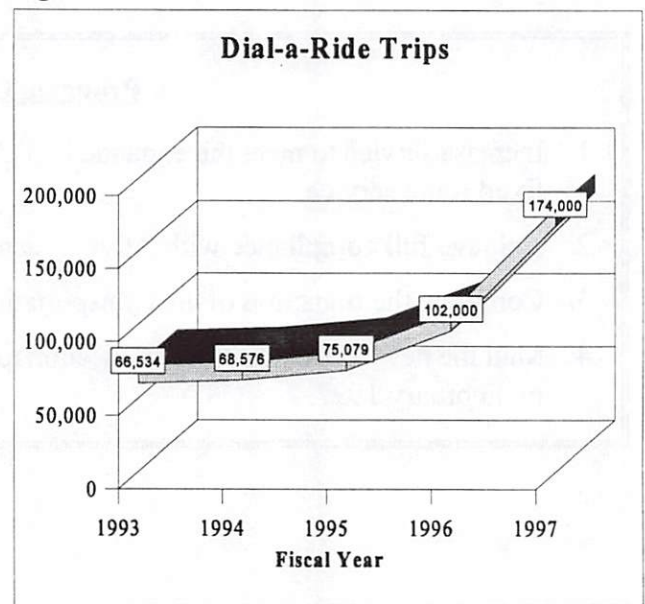
| PERFORMANCE MEASURES                 | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Dial-a-Ride trips                    | 75,079            | n/a             | n/a                     | 80,000            | 174,000           |
| Contractor cost per Dial-a-Ride trip | \$12.69           | n/a             | n/a                     | \$12.00           | \$11.00           |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | -                 | \$51,750          | \$51,750             | \$54,600          |
| User Fees/Charges               | \$5,084           | 5,000             | 7,000                | 5,000             |
| Interfund Transfers             | 1,119,187         | 1,927,682         | 2,101,166            | 2,276,061         |
| TOTAL                           | \$1,124,271       | \$1,984,432       | \$2,159,916          | \$2,335,661       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$9,100           | \$40,561          | \$371,534            | \$704,281         |
| Operating Expenses              | 1,377,668         | 2,367,499         | 1,956,164            | 2,122,497         |
| Capital Outlay                  | -                 | 53,540            | 248,740              | 70,002            |
| TOTAL                           | \$1,386,768       | \$2,461,600       | \$2,576,438          | \$2,896,780       |

### Summary of Key Funding/Service Issues

**Service Utilization:** Dial-a-Ride trips have steadily increased each year, rising from 29,468 in FY 1989-90 to 75,079 in FY 1994-95. With the system expansion and the requirement that Dial-a-Ride be provided to compliment the fixed routes, trips exceeded 100,000 in FY 1995-96 and are expected to reach 174,000 in FY 1996-97. See **Figure 6**.

Figure 6





**Definition of Program and Services**

To educate customers and the general public regarding Palm Tran's services by developing marketing, advertising and public relations programs, as well as producing all schedules and media related graphics.

Primary services include:

- ◆ market research;
- ◆ create multi-media campaigns and media purchasing;
- ◆ develop internal / external relations programs;
- ◆ produce bus schedules, maps and other media related materials; and
- ◆ provide community outreach programs.

**Program Objectives for FY 1997**

1. Increase the number of Palm Tran riders from 3 million to 5 million per year.
2. Increase the locations where schedules and route information are available from 75 to 100.
3. Maintain a minimum of 35 locations where passes are available.

| PERFORMANCE MEASURES   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Ridership  | 2,522,822         | +6%             | n/a                     | 3,000,000         | 5,000,000         |
| Locations where schedules and route<br>information are available | 63                | n/a             | n/a                     | 75                | 100               |
| Outlets where passes are available                               | 5                 | n/a             | n/a                     | 35                | 35                |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | -                 | \$23,042          | \$139,489            | \$230,880         |
| Operating Expenses              | -                 | 1,353,722         | 412,221              | 865,252           |
| Capital Outlay                  | -                 | 16,780            | 10,580               | 7,338             |
| TOTAL                           | -                 | \$1,393,544       | \$562,290            | \$1,103,470       |

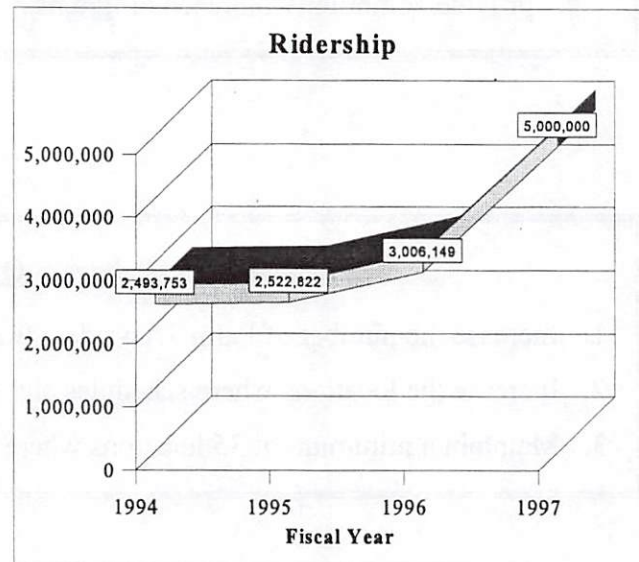
### Summary of Key Funding/Service Issues

**Ridership Increase:** The number of riders utilizing Palm Tran increased from 2,370,676 in FY 1989-90 to 2,522,822 in FY 1994-95, slightly more than 1% per year. With all of the new routes in service by August 1996, ridership hit 3,006,149 for FY 1995-96 and is expected to climb to 5,000,000 in FY 1996-97, almost double the FY 1994-95 level. See Figure 7.

**Increase in Marketing Initiatives:** In order to maximize awareness of the many Palm Tran improvements and attract new riders, marketing initiated a variety of both traditional and innovative strategies including the following:

- Television, radio and print advertisements;
- In cooperation with the School Board, selling summer and fall passes at schools;
- Selling passes at Palm Beach Community College and Florida Atlantic University; and
- Securing agreements with various retail establishments to sell passes.

Figure 7





**Definition of Program and Services**

To provide the facilities, machinery, and capital equipment required by the department to fulfill its mission economically and efficiently.

**Program Objectives for FY 1997**

1. Complete construction of the South County Maintenance Facility.
2. Replace ten older buses.
3. Begin replacement facility construction.

| PERFORMANCE MEASURES | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|----------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Buses replaced       | n/a               | n/a             | n/a                     | n/a               | 10                |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | -                 | \$22,477,850      | \$6,502,687          | \$14,773,330      |
| Other                           | \$6,601           | 1,571,100         | 6,262                | 5,000             |
| Interfund Transfers             | -                 | 3,872,550         | 1,536,179            | 3,547,207         |
| TOTAL                           | \$6,601           | \$27,921,500      | \$8,045,128          | \$18,325,537      |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$516,851         | \$978,500         | \$682,619            | \$708,000         |
| Capital Outlay                  | 13,081,790        | 26,943,000        | 7,362,509            | 17,617,537        |
| TOTAL                           | \$13,598,641      | \$27,921,500      | \$8,045,128          | \$18,325,537      |

### Summary of Key Funding/Service Issues

**New Buses:** In order to implement the thirty-two new routes, a like number of new buses were ordered from the Flxible Corporation™. The County was informed that, due to financial problems, the Flxible Corporation™ could not deliver the buses on schedule. A new contract was negotiated with the Gillig Corporation whereby fourteen buses were delivered prior to the new routes coming on line with the remaining eighteen within a year. In order to avoid delaying any of the new routes, used buses were purchased from Broward County and Columbus Ohio.

**New Amenities:** As part of the ongoing effort to make riding Palm Tran both enjoyable and safe, stop-announce systems and surveillance cameras will be utilized on all buses and routes. It is hoped that these additions will help attract additional riders who have had safety or other concerns.

**Bus Stop Signs:** To go along with the expansion of the Palm Tran System, 4,100 new bus stop signs were installed during FY 1995-96.



# Parks & Recreation

```
graph TD; A[Parks & Recreation] --> B[Planning & Design Division]; A --> C[Maintenance Division]; A --> D[Recreation Division]; B --> E[Park Development & Operations]; C --> E; D --> F[Recreation Programs & Facilities];
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Planning &  
Design  
Division

Maintenance  
Division

Recreation  
Division

**Park Development &  
Operations**

**Recreation Programs  
& Facilities**

437 Positions

# Parks & Recreation

Director's  
Division

Planning &  
Design

Construction

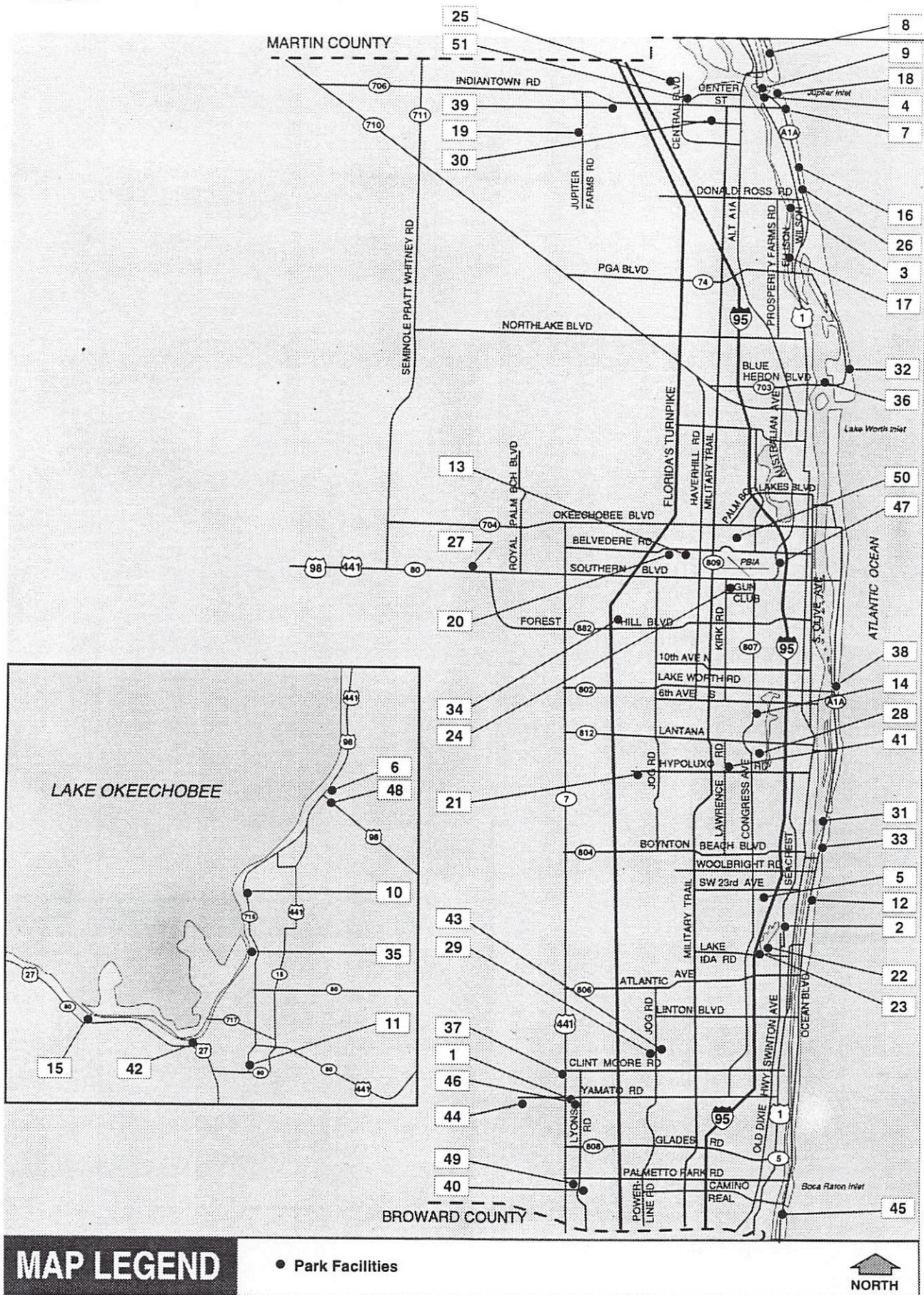
Recreation Programs  
& Facilities

Public Works  
Operations





# Board of County Commissioners Department of Parks and Recreation





REPORT ON THE PROGRESS OF THE  
RESEARCH DURING THE YEAR 1900

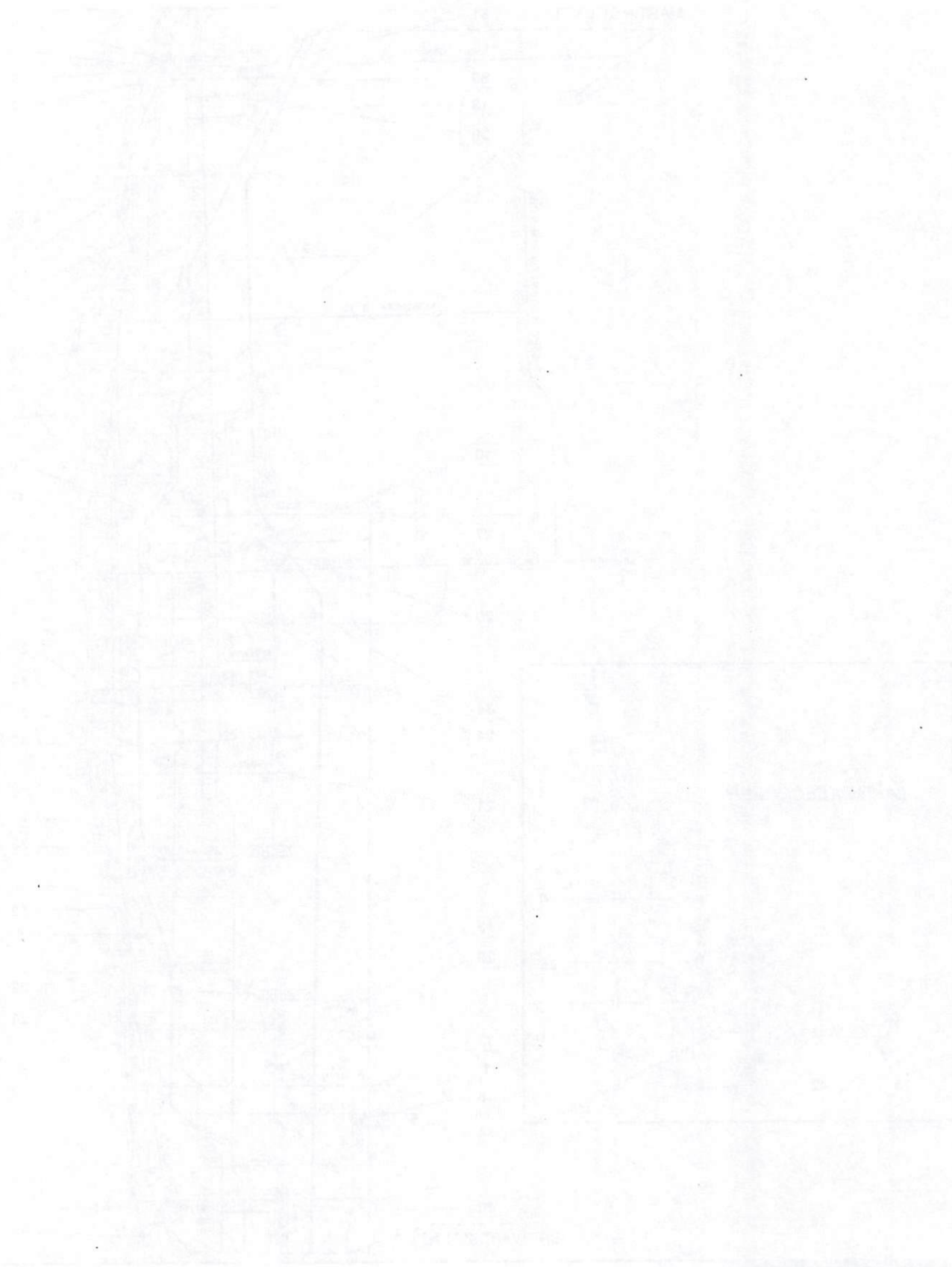






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### Mission

To continually improve the quality, quantity, and cost effectiveness of services provided to the public by:

- ▶ acquiring, developing and maintaining adequate park acreage to meet the needs of residents;
- ▶ providing the public free access to the community's natural resources;
- ▶ providing people of all ages the recreational opportunities, which meet their diverse personal, social and cultural needs;
- ▶ providing children with recreational opportunities that improve self-esteem and promote positive social development; and
- ▶ providing for the safety of park users through the provisions of park law enforcement officers, lifeguards, safety education programs and proper preventive maintenance.

### Summary of Services/Facilities

The Parks and Recreation Department serves residents countywide through sixty-six regional, district, community, beach, and neighborhood parks encompassing 7,000 acres. Services range from public safety to grounds maintenance and recreation programs for all ages and abilities to funding assistance programs to other park providers.

Special facilities include Olympic-size pools, community centers, nature centers, championship golf courses, and historical and cultural museums. Development of new parks to meet the needs of a growing population occurs through the Parks Capital Program, which is primarily funded through impact fees, bonds and grants.

### Trends and Issues

**County Funded Assistance:** In an effort to meet the demand for additional recreational facilities and programs, the County has initiated numerous funding efforts with the School Board, municipalities and other public and private service providers. One of the most successful funding programs has been the Recreation Assistance Grant Program that has provided \$4.9 million over the past three years to fund more than 77 separate projects.

**Cost Effectiveness:** In an effort to maintain a quality level of service during a period of high growth and limited resources, the Parks and Recreation Department will continue to increase its

use of volunteers and private sector service providers.

**Capital Program:** It is estimated that more than \$15,000,000 will be expended annually the next three years for the acquisition and development of new park facilities. Associated with this development are projected annual operating and maintenance costs in the amount of 6 - 10% of the Capital Program. This investment in capital improvements will continue the trend of extensive development that has taken place this decade. **Figure 1** shows the new parks and facilities that have opened since FY 1990-91, and are projected for FY 1996-97.



| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| Grants                       | -                 | -                 | \$15,000             | -                 |
| User Fees/Charges            | \$2,979,883       | \$5,597,805       | 4,787,966            | \$5,350,207       |
| Other                        | 296,412           | 219,242           | 213,117              | 417,382           |
| Interfund Transfers          | 75,000            | 75,000            | 75,000               | 75,000            |
| TOTAL                        | \$3,351,295       | \$5,892,047       | \$5,091,083          | \$5,842,589       |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$14,373,567      | \$16,066,569      | \$15,564,538         | \$17,507,701      |
| Operating Expenses           | 7,332,692         | 9,332,233         | 8,727,900            | 10,481,150        |
| Capital Outlay               | 786,613           | 1,634,023         | 1,564,586            | 1,353,100         |
| Debt Service                 | 3,302             | 94,955            | 131,955              | 136,494           |
| Non-Operating                | (327,762)         | 909,865           | 145,298              | 978,261           |
| TOTAL                        | \$22,168,412      | \$28,037,645      | \$26,134,277         | \$30,456,706      |
| STAFFING                     |                   |                   |                      |                   |
| Positions                    | 418               | 424               | 424                  | 438               |
| Full Time Equivalents (FTEs) | 398.96            | 404.96            | 410.73               | 424.33            |

| PERFORMANCE MEASURES                 | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Developed acres per 1,000 population | 3.04              | +30%            | n/a                     | 3.02              | 3.30              |
| Population                           | 958,502           | +10%            | n/a                     | 978,631           | 999,182           |
| Net operating cost per capita        | \$19.74           | +42%            | n/a                     | \$22.63           | \$23.96           |
| Volunteers                           | 2,961             | +55%            | n/a                     | 3,000             | 3,100             |
| Customer satisfaction index          | n/a               | n/a             | n/a                     | n/a               | n/a               |

Figure 1

| New Parks and Facilities   |   |  |   |   |  |
|--|---|--|---|---|--|
| <u>FY 1991-92</u>  | <u>FY 1992-93</u>   | <u>FY 1993-94</u>  | <u>FY 1994-95</u>   | <u>FY 1995-96</u>   | <u>FY 1996-97 *</u>  |
| <ul style="list-style-type: none"> <li>• South County Regional Park</li> <li>• Okeehetee Nature Center</li> <li>• South County Civic Center</li> </ul> | <ul style="list-style-type: none"> <li>• Cholee Park</li> <li>• Morikami Museum</li> <li>• North County Pool</li> </ul> | <ul style="list-style-type: none"> <li>• Lake Charleston Park</li> </ul> | <ul style="list-style-type: none"> <li>• South County Nature Center</li> <li>• South Bay RV Campground</li> </ul> | <ul style="list-style-type: none"> <li>• Okeehetee Golf Course</li> </ul> | <ul style="list-style-type: none"> <li>• Dyer Park</li> <li>• Palms West District Park A</li> <li>• Peanut Island</li> <li>• Ocean Cay Park</li> </ul> |
| * projected  |   |  |   |   |  |



**Bond Issue for Parks:** The Board of County Commissioners has approved a \$25.3 million revenue bond to fund eighteen park projects that address the need for special recreation facilities and community parks throughout the County. Eight projects will be funded by the County through

interlocal agreements with municipalities, the School Board, and special taxing districts who will be responsible for the construction and operation of the facilities while the other ten will be constructed and maintained by the County.

| Other Agency Projects  | County Projects   |   |
|--|---|---|
| District I Athletic Field Lighting<br>Central County Civic Center<br>Greenacres Community Center<br>Riviera Beach Pool<br>ACME - Pierson Road Park<br>Southeast County Recreation Center<br>Boynton Inlet Boat Ramp<br>Boca Raton Skating Rink | Jupiter Farms Community Park<br>North County Recreation Center<br>Palm Beach Inlet Boat Ramp<br>South County Regional Recreation Center<br>South Central County Recreation Center | District Park A Pool<br>South County Regional Pool<br>Morikami Community Park<br>Lake Worth Corridor Park(s)<br>Winston Trails Community Park |

### Significant Changes From Prior Year

**Increase in Base Budget:** All increases in the base budget for non-personal services is directly related to fixed uncontrollable increases in casualty insurance and fleet charges. **Fiscal Impact:** \$898,075

**New Parks:** Five new positions and operating costs have been approved to maintain Peanut Island, Dyer Park, and West Palms District Park A, all scheduled to open during FY 1997. **Fiscal Impact:** \$213,610.

**New Athletic Facilities:** Newly constructed facilities at Caloosa, Okeehewee and Santaluces Parks require an additional maintenance position. **Fiscal Impact:** \$64,983.

**Expanded Acreage:** Newly developed acreage at Lake Ida, Ocean Ridge Hammock, Veterans, Pioneer, Jupiter Farms, and Morikami Parks necessitate the addition of one position and operating costs. **Fiscal Impact:** \$68,132.

**After School Program:** The opening of additional middle schools requires the hiring of additional students. **Fiscal Impact:** \$16,148.

**Trades Section Expansion:** The increase in workload associated with the maintenance of additional structures and facilities will require three trades positions and operating costs. **Fiscal Impact:** \$89,563.

**Summer Camp:** Due to the cancellation of summer school for young students by the School Board, the Department has added six camps to accommodate 390 additional participants. **Fiscal Impact:** \$114,424.

**Automation:** The ongoing computerization of the Department has created the need for an additional position to maintain PCs, train staff, and compile manuals. **Fiscal Impact:** \$27,277.

**Workload Increases:** Three new positions have been approved to address the increased demand for services in the areas of special events permitting and processing, picnic reservations, program reservations and database creation. **Fiscal Impact:** \$54,249.



**Definition of Program and Services**

The provision of safe, clean, functional, and attractive parks, structures, and open spaces which meet the passive and active recreational needs of the visiting public. Primary services include:

- ◆ provide for continued acquisition and development of properties to meet the recreational needs of a growing population;
- ◆ provide the daily grounds maintenance of all park properties such as mowing, edging, fertilizing, restroom and picnic area cleaning, refuse collection and disposal, and beach cleaning;
- ◆ provide support services for youth association functions, special events and other recreational activities occurring throughout the park system;
- ◆ ensure park structures and furnishings are maintained in a safe, functional and attractive condition;
- ◆ protect the integrity of the natural resources through restoration and scheduled maintenance;
- ◆ operate and maintain park campgrounds countywide; and
- ◆ provide proactive specialized law enforcement patrol for all park lands and waters.

**Program Objectives for FY 1997**

1. Design and implement a customer satisfaction rating system for park users by April 1997.
2. Increase campground attendance by 6%.
3. Increase developed park acres by 10%.
4. Maintain 90% of park properties in accordance with developed standards.

| PERFORMANCE MEASURES                   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Developed acres                        | 2,472             | +45%            | n/a                     | 2,972             | 3,300             |
| Net operations cost per developed acre | \$4,571           | n/a             | n/a                     | \$3,933           | \$4,030           |
| % of parks maintained to standards     | n/a               | n/a             | 90%                     | 87%               | 90%               |
| Campground attendance                  | 75,500            | n/a             | n/a                     | 80,000            | 85,000            |
| Customer satisfaction index            | n/a               | n/a             | n/a                     | n/a               | n/a               |
| FTE law enf. deputies/ 1,000 acres     | 10.1              | -47%            | 12.0                    | 8.3               | 7.8               |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$682,094      | \$819,000      | \$723,000         | \$737,000      |
| Other                        | 344            | -              | 1,030             | -              |
| Interfund Transfers          | 75,000         | 75,000         | 75,000            | 75,000         |
| TOTAL                        | \$757,438      | \$894,000      | \$799,030         | \$812,000      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$8,544,553    | \$9,440,630    | \$9,119,063       | \$10,101,169   |
| Operating Expenses           | 4,547,665      | 4,820,194      | 4,663,581         | 6,100,123      |
| Capital Outlay               | 659,560        | 1,327,484      | 1,311,587         | 1,058,118      |
| Debit Service                | 1,909          | 2,864          | 2,864             | 7,185          |
| Non-Operating                | (327,762)      | (230,000)      | (230,000)         | (283,000)      |
| TOTAL                        | \$13,425,924   | \$15,361,171   | \$14,867,095      | \$16,983,594   |
| STAFFING                     |                |                |                   |                |
| Positions                    | 236            | 244            | 244               | 255            |
| Full Time Equivalents (FTEs) | 234.77         | 242.77         | 242.77            | 253.77         |

### Summary of Key Funding/Service Issues

**Increased Athletic Field Usage:** Reflecting the demand for athletic fields, usage of County fields has more than doubled. Associated with this increase in usage have been increases in cost for utilities, supplies, and weekend staff, and the need to substantially increase the number of field acres renovated annually (see Figures 2 and 3).

**Computer Networking of Maintenance Compound:** Automation improvements designed to increase productivity will be implemented during FY 1996-97 for the Parks Division. These improvements include work order program enhancements and network capabilities.

**Shift to Preventive Maintenance:** The general aging and maturity of many park buildings and structures requires a stronger emphasis on preventive maintenance. Supplemental funding has been approved to purchase the equipment necessary to prevent structural deterioration, reduce liability, and avoid unnecessary replacement cost.

Figure 2

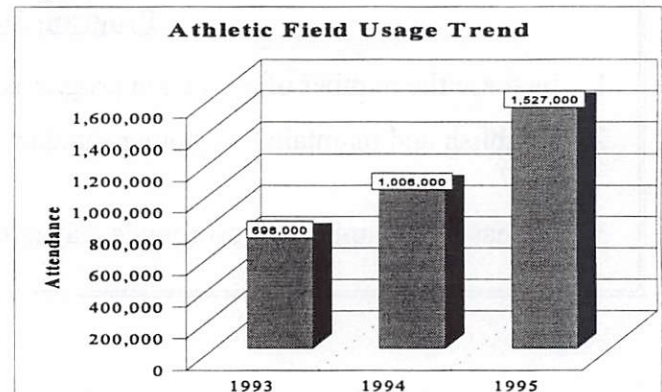
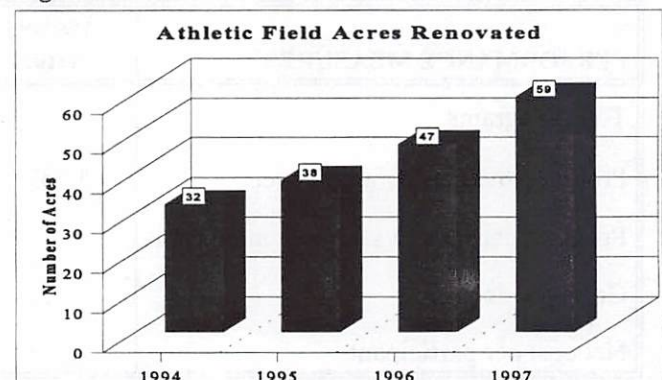


Figure 3





**Definition of Program and Services**

To provide quality recreation opportunities for people to pursue their needs and interests during their leisure time. Primary services include:

- ◆ provide a variety of recreation programs, activities and events for people of all ages and abilities;
- ◆ manage, program and coordinate the use of the Department's special recreational facilities (community centers, civic centers, pools, nature centers museum and special event areas);
- ◆ coordinate and program the use of athletic facilities by youth and adult groups and individuals;
- ◆ provide a variety of youth programs which include countywide after school and summer camp programs at schools and park facilities;
- ◆ provide self-sustaining comprehensive golf opportunities at County courses;
- ◆ provide prevention, rescue and emergency medical services at County beaches and pools; and
- ◆ provide water safety education instruction and presentations for schools, groups and individuals.

**Program Objectives for FY 1997**

1. Increase the number of recreation programs offered and total program attendance by 5%.
2. Establish and maintain a customer satisfaction rating system for all recreation programs by January 1997.
3. Increase the number of golf rounds played by 10%.

| PERFORMANCE MEASURES                    | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Total programs                          | 3,257             | +131%           | n/a                     | 3,300             | 3,465             |
| Program and facility attendance         | 5,733,130         | +23%            | n/a                     | 6,167,347         | 6,475,714         |
| Program participant satisfaction rating | n/a               | n/a             | n/a                     | n/a               | n/a               |
| Golf rounds played                      | 65,117            | +226%           | n/a                     | 136,000           | 149,600           |
| Net cost per participant                | \$1.06            | +15%            | n/a                     | \$1.18            | \$1.19            |



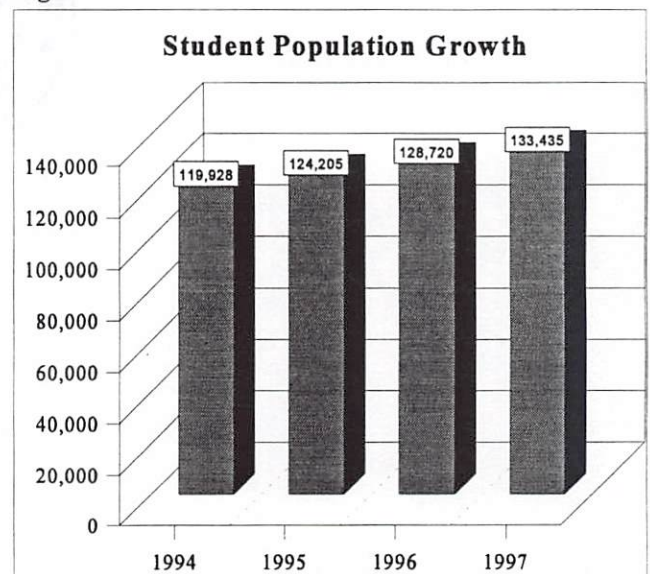
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Grants                       | -              | -              | \$15,000          | -              |
| User Fees/Charges            | \$2,297,789    | \$4,778,805    | 4,064,966         | \$4,613,207    |
| Other                        | 296,068        | 219,242        | 212,087           | 417,382        |
| TOTAL                        | \$2,593,857    | \$4,998,047    | \$4,292,053       | \$5,030,589    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$5,829,014    | \$6,625,939    | \$6,445,475       | \$7,406,532    |
| Operating Expenses           | 2,785,027      | 4,512,039      | 4,064,319         | 4,381,027      |
| Capital Outlay               | 127,053        | 306,539        | 252,999           | 294,982        |
| Debt Service                 | 1,393          | 92,091         | 129,091           | 129,309        |
| Non-Operating                | -              | 1,139,865      | 375,298           | 1,261,261      |
| TOTAL                        | \$8,742,488    | \$12,676,474   | \$11,267,182      | \$13,473,112   |
| STAFFING                     |                |                |                   |                |
| Positions                    | 182            | 180            | 180               | 183            |
| Full Time Equivalents (FTEs) | 164.19         | 162.19         | 167.96            | 170.56         |

### Summary of Key Funding/Service Issues

**Demand for Children Services:** The tremendous increase in the student age population coupled with the recent elimination of summer school has resulted in a demand for programs and facilities that far exceeds the current supply. To accommodate this demand, it is necessary that all recreation providers work together to maximize the utilization of existing facilities and expand their after school and summer camp programs. See **Figure 4**.

**Customer Focused Initiative:** To improve service, Recreation Programs and Facilities will expand the use of credit cards for various programs and improve current customer surveys to better evaluate customer needs and program effectiveness.

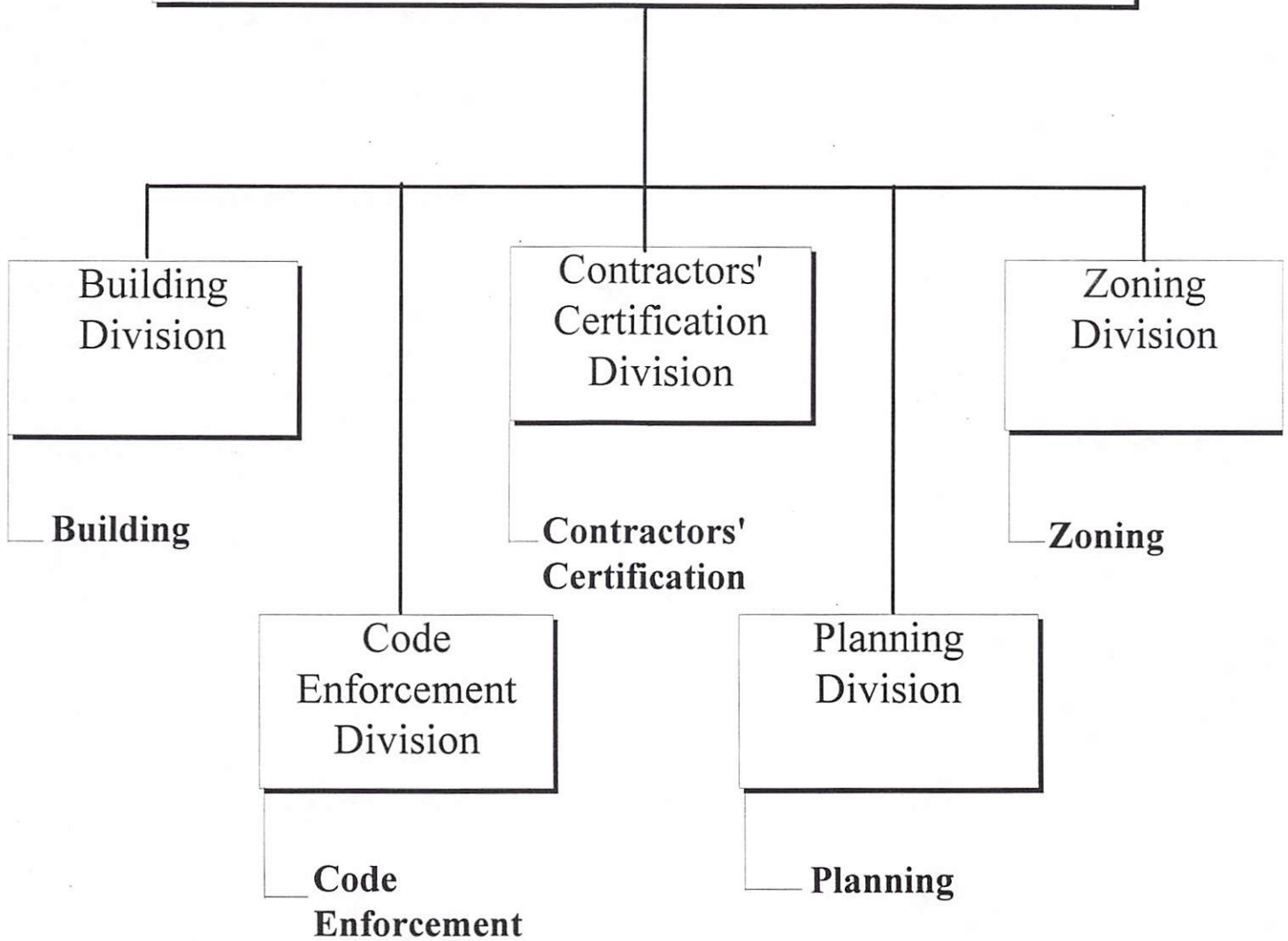
Figure 4







# Planning, Zoning & Building



# Planning & Building

Planning  
Division

Construction  
Division

Building  
Division

Planning  
Division

Construction  
Division

Building  
Division

Planning  
Division

Construction  
Division

Planning  
Division

Construction  
Division



### Mission

To help the people of Palm Beach County maintain a quality community through:

- ▶ comprehensive planning which responds to the changing needs and values of the community, both in the natural and built environments, and creates opportunities to realize the community's desired vision of the future;
- ▶ development review which applies performance and aesthetic standards for new development and redevelopment;
- ▶ inspections which insure a safe, well-built environment;
- ▶ the equitable enforcement of County codes which promote safety and livability;
- ▶ the certification of contractors which protects the community by assuring a knowledgeable, qualified workforce; and
- ▶ enhancement and promotion of intergovernmental relationships between the public and private sectors.

### Summary of Services/Facilities

The Planning, Zoning and Building Department provides growth management services including comprehensive planning, development review, construction permitting and inspection, code enforcement and certification of contractors and tradesmen. All services are provided at the

Department's main facility in West Palm Beach. Limited services are provided from a South County office at the Southeast County complex, a Northeast County office at the Juno Beach Town Hall, and a West County office in the Governmental Building in Belle Glade.

### Trends and Issues

**Growth Management Element:** In compliance with recent State legislation, a Growth Management Element will be developed for inclusion in the Comprehensive Plan.

**Automation:** Efforts continue to implement a program for automation of development management processes through the various Divisions of Planning, Zoning and Building, and to develop an automated database. This project has already seen automation of several functions in the Zoning Division, and will, upon completion, increase the efficiency of customer service, reduce redundancy and provide a common source of data.

**Blight Removal:** In an effort to reduce blight throughout the County, a Blight Task Team was formed in FY 1995-96. The Team, composed of representatives from various County departments, the Sheriff's Office, the Health Department, and the Solid Waste Authority was created to investigate all blight related issues in the County, explore current procedures and responsibilities of affected agencies, and make recommendations that will enhance the County's ability to prevent and respond to blight. Recommendations approved for implementation will impact FY 1996-97 and beyond.



| FINANCIAL & STAFFING SUMMARY    | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|---------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED              |                |                |                   |                |
| Other Licenses, Permits & Taxes | \$10,791,692   | \$10,264,500   | \$10,293,500      | \$10,503,500   |
| User Fees/Charges               | 866,574        | 807,800        | 915,460           | 824,200        |
| Fines & Forfeitures             | 85,712         | 250,000        | 160,000           | 160,000        |
| Other                           | 11,760,742     | 11,999,052     | 13,362,158        | 12,774,322     |
| TOTAL                           | \$23,504,720   | \$23,321,352   | \$24,731,118      | \$24,261,932   |
| APPROPRIATIONS                  |                |                |                   |                |
| Personal Services               | \$12,819,510   | \$15,716,112   | \$13,598,527      | \$16,579,543   |
| Operating Expenses              | 4,869,163      | 7,420,297      | 5,870,298         | 7,550,660      |
| Capital Outlay                  | 988,062        | 2,452,550      | 1,182,960         | 1,981,000      |
| Debt Service                    | 26,352         | 38,032         | 32,032            | 32,032         |
| Non-Operating                   | -              | 7,624,289      | -                 | 8,611,342      |
| TOTAL                           | \$18,703,087   | \$33,251,280   | \$20,683,817      | \$34,754,577   |
| STAFFING                        |                |                |                   |                |
| Positions                       | 322            | 329            | 329               | 331            |
| Full Time Equivalents (FTEs)    | 322.00         | 329.00         | 329.00            | 331.00         |

| PERFORMANCE MEASURES                   | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|--|----------------|--------------|----------------------|----------------|----------------|
| Code enforcement violations processed  | 2,897          | n/a          | n/a                  | 3,100          | 3,250          |
| Construction plans reviewed            | 34,273         | n/a          | n/a                  | 30,500         | 32,000         |
| Development review petitions processed | 666            | n/a          | n/a                  | 840            | 875            |
| Permits issued                         | 49,267         | n/a          | n/a                  | 40,550         | 41,800         |

**User Fees:** A cost of services study is currently in progress to determine the cost of providing services to the public. Based on the results, \$25,000 is budgeted in FY 1996-97 to more closely analyze areas where the fees charged do not appear to be in line with the cost of the service. Changes in service levels, processes, and rates could occur due to these studies.

**Outsourcing:** The Department has traditionally processed all requests for copies of plans and other documents by utilizing Department staff. Turnaround time was typically two to three weeks. The copying is now performed by an outside company with the turnaround time being 24 hours. Fees charged for the copies cover the cost to the Department for the service, and staff no longer has to take time away from normal duties to make copies.



**Significant Changes From Prior Year**

**Wellington Incorporation:** Incorporation of the Village of Wellington has resulted in a series of inter-local agreements for provision of planning, zoning and building permitting and inspection, and code enforcement services by the County for the Village. The interlocal agreements will offset the loss of revenue caused by the reduction in franchise fees received by the County due to the Wellington incorporation. No increase in staff is necessary to provide the services.

**Post Disaster Plan:** The Department has developed procedures and identified staff to review and issue permits should a natural disaster occur in Palm Beach County.

**Definition of Program and Services**

To provide a high level of construction code compliance on new construction and renovation projects for the protection of life, safety, and general welfare of those who work and live in the built environment. This is accomplished by providing an efficient, consistent code compliance process for our customers, owners, builders, contractors, design communities, other departments and divisions, and the Board of County Commissioners. Primary services include:

- ◆ review permit applications, drawings, and specifications;
- ◆ conduct onsite inspections at various predetermined milestones in the construction process;
- ◆ participate and staff the Construction Board of Adjustment and Appeals; and
- ◆ participate and staff meetings of the Building Code Advisory Board.

**Program Objectives for FY 1997**

1. Decrease permit processing time as follows:  
 Additions, interior alterations, etc. - from 10.2 to 3.5 days  
 One and two family residential, 2-story townhouse - from 13 to 10 days  
 Multi-family dwelling, non-residential and industrial - from 25 to 20 days.
2. Reduce workload per inspector to an average which can be accomplished in a work day:  
 Structural - from 18.5 to 14                      Mechanical - from 13.3 to 12  
 Electrical - from 14.7 to 14                      Plumbing - from 22.7 to 18
3. Decrease the number of non-productive inspections from 18.2% of total inspections to 15%.
4. Update the Palm Beach County Security Code by January 1997.
5. Update the Palm Beach County Mobile Home Code by January 1997.

| PERFORMANCE MEASURES               | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Permit processing time (days):     |                   |                 |                         |                   |                   |
| Additions, interior alterations    | 10.2              | n/a             | n/a                     | 7                 | 3.5               |
| Residences and townhouses          | 13                | n/a             | n/a                     | 12                | 10                |
| Multi-family/non-residential       | 25                | n/a             | n/a                     | 20                | 15                |
| Inspections per day per inspector: |                   |                 |                         |                   |                   |
| Structural                         | 18.5              | n/a             | n/a                     | 16                | 14                |
| Electrical                         | 14.7              | n/a             | n/a                     | 14.5              | 14                |
| Mechanical                         | 13.3              | n/a             | n/a                     | 12.5              | 12                |
| Plumbing                           | 22.7              | n/a             | n/a                     | 20                | 18                |
| Condemnations/unsafe               | 51                | n/a             | n/a                     | 60                | 70                |
| % of non-productive inspections    | 18.2%             | n/a             | n/a                     | 16%               | 15%               |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other Licenses, Permits & Taxes | \$9,386,648       | \$9,102,000       | \$9,103,000          | \$9,103,000       |
| User Fees/Charges               | 788,556           | 722,800           | 800,050              | 771,500           |
| Other                           | 11,747,146        | 11,978,532        | 13,360,617           | 12,773,702        |
| TOTAL                           | \$21,922,350      | \$21,803,332      | \$23,263,667         | \$22,648,202      |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$6,963,294       | \$8,608,559       | \$7,249,243          | \$8,844,710       |
| Operating Expenses              | 2,338,452         | 3,166,747         | 2,765,440            | 3,541,454         |
| Capital Outlay                  | 689,021           | 1,228,100         | 500,000              | 436,500           |
| Debt Service                    | 10,146            | 10,152            | 10,152               | 10,152            |
| Non-Operating                   | 1,033,686         | 8,789,774         | 902,994              | 9,815,386         |
| TOTAL                           | \$11,034,599      | \$21,803,332      | \$11,427,829         | \$22,648,202      |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 186               | 186               | 182                  | 182               |
| Full Time Equivalents (FTEs)    | 186.00            | 186.00            | 182.00               | 182.00            |

### Summary of Key Funding/Service Issues

**Inspection Result Reporting:** Building is conducting a pilot program with ten inspectors utilizing cellular phones to report inspection results rather than public phones, which in some cases, are difficult to locate due to the remoteness of the sites. The time saved and increased productivity will need to be weighed against the cost of \$200 per phone and anticipated \$60 per month air charge. If this is deemed to be effective, it could be expanded to seventy-five inspectors, Code Enforcement and Contractor's Certification.

**Efficiency Improvements:** The average processing time for permits ranges from one to twenty-five days, depending on the type of permit. During FY 1996-97, the Building Division will continue to look for ways to reduce the turnaround time. Inspectors perform approximately thirteen to twenty-three inspections per day, depending on the type of inspection. During FY 1996-97, the average should drop to twelve to eighteen inspections. These improvements will be accomplished by filling vacancies and reclassifying existing positions. No additional staff is requested.

**Definition of Program and Services**

To enforce all building and zoning-related codes and ordinances applicable in the unincorporated areas of Palm Beach County. Primary services include:

- ◆ respond to complaints by citizens, the Board of County Commissioners, and departments and divisions;
- ◆ establish targeted areas throughout Palm Beach County for review by the Community Support Team to improve the "livability" of the area;
- ◆ conduct inspections for Occupational License approval to assure compliance with applicable codes and ordinances; and
- ◆ conduct hearings before the Code Enforcement Board (CEB) to promote compliance with applicable codes and ordinances.

**Program Objectives for FY 1997**

1. Decrease the average investigation time per complaint from five days to four days.
2. Increase the percentage of violations resolved without requiring Code Enforcement Board action from 14% to 20%.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Investigation days per complaint  | 5                 | n/a             | n/a                     | 5                 | 4                 |
| Percent of violations resolved without<br>Code Enforcement Board action | n/a               | n/a             | n/a                     | 14%               | 20%               |



| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| User Fees/Charges            | \$40,415          | \$40,000          | \$2,000              | \$1,000           |
| Fines & Forfeitures          | 85,712            | 250,000           | 160,000              | 160,000           |
| Other                        | 12,403            | 20,500            | 1,460                | 500               |
| TOTAL                        | \$138,530         | \$310,500         | \$163,460            | \$161,500         |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$871,203         | \$1,328,807       | \$1,180,566          | \$1,540,346       |
| Operating Expenses           | 272,767           | 450,805           | 391,940              | 527,029           |
| Capital Outlay               | 39,579            | 178,200           | 101,000              | 80,000            |
| Non-Operating                | 241,096           | 550,596           | 440,531              | 414,831           |
| TOTAL                        | \$1,424,645       | \$2,508,408       | \$2,114,037          | \$2,562,206       |
| STAFFING                     |                   |                   |                      |                   |
| Positions                    | 27                | 32                | 33                   | 33                |
| Full Time Equivalents (FTEs) | 27.00             | 32.00             | 33.00                | 33.00             |

### Summary of Key Funding/Service Issues

**Community Support Team:** Five positions were added in FY 1995-96 to form a community support team to provide comprehensive code enforcement efforts within targeted, blighted areas. The team emphasizes the citation process rather than the code enforcement process in order to achieve voluntary compliance rather than the imposition of fines. This service will be expanded into additional areas in FY 1996-97.

**Illegal Dumping:** The budget for lot clearing was reduced several years ago as a budget reduction strategy. The County now will only clear a lot when a health hazard is present. If a serious effort to reduce blight is undertaken, this budget will need

to be increased in conjunction with an aggressive collection campaign to recover the County's costs.

**Fines/Liens Compliance:** Changes in the procedures relating to Code Violations allows the County to file a lien against a property in a more timely manner. An in-house database permits better tracking and more timely assignment of liens to the Office of Financial Management and Budget for collection every ninety days. This proactive approach to collections is expected to increase revenue initially and eventually encourage voluntary compliance.

**Definition of Program and Services**

To implement and enforce Special Act 67-1876, Laws of Florida, which regulates the construction industry within Palm Beach County. Primary services include:

- ◆ licensing of contractors through an examination and evaluation process;
- ◆ field investigation of alleged violations of construction licensing regulations;
- ◆ staff assistance to the Construction Industry Licensing Board; and
- ◆ recover fraudulently obtained funds for citizens through investigation and prosecution process.

**Program Objectives for FY 1997**

1. Through use of the Special Master process, reduce the number of cases referred to the Construction Industry Licensing Board action by 25%.
2. Through use of the Special Master process, reduce the number of cases referred to the State Attorney by 30%.
3. Increase the percentage of cases closed within 30 days from 81% to 88%.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Cases referred to the Construction Industry Licensing Board | n/a               | n/a             | n/a                     | 40                | 30                |
| Cases referred to the State Attorney                        | 48                | n/a             | n/a                     | 40                | 27                |
| % cases closed within 30 days                               | 81%               | n/a             | n/a                     | 81%               | 88%               |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other Licenses, Permits & Taxes | \$525,478         | \$350,000         | \$350,000            | \$560,000         |
| TOTAL                           | \$525,478         | \$350,000         | \$350,000            | \$560,000         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$486,524         | \$647,260         | \$591,617            | \$721,538         |
| Operating Expenses              | 143,050           | 287,083           | 241,837              | 343,860           |
| Capital Outlay                  | 9,951             | 17,800            | 17,800               | 25,800            |
| Non-Operating                   | 263,546           | 588,973           | 475,176              | 420,693           |
| TOTAL                           | \$903,071         | \$1,541,116       | \$1,326,430          | \$1,511,891       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 17                | 17                | 18                   | 19                |
| Full Time Equivalents (FTEs)    | 17.00             | 17.00             | 18.00                | 19.00             |

### Summary of Key Funding/Service Issues

**Notices to Appear:** Starting October 1996, the State Legislature restored the ability to issue notices to appear (NTA). This had been terminated in March 1995 by the Sheriff of Palm Beach County. In the interim investigators used the cooperation of the Sheriff and municipal agencies. In this interim the Division learned to apply many other tools available to it.

**Efficiency Improvement:** The Division will continue to emphasize the recovery of consumer funds due to fraudulent or improperly delivered services. The pilot program to reduce idle time of an investigator is to start soon with new refinements to better use investigator time and talent for the benefit of the consumer.

**Definition of Program and Services**

To attain a quality community through comprehensive planning which responds to the changing needs and values of the community, in both the natural and built environments, and creates opportunities to realize the community's desired vision of the future. Primary services include:

- ◆ updating the Comprehensive Plan;
- ◆ review of proposed development for Comp Plan consistency;
- ◆ review of proposed annexations;
- ◆ review petitions for development approval; and
- ◆ respond to requests for planning from the public, municipalities, and County departments.

**Program Objectives for FY 1997**

1. Enhance the development review process through a customer survey by March 1, 1997 and implement appropriate suggestions by September 1, 1997.
2. Update the Comprehensive Plan to include corrective action contained in the 1996 Evaluation and Appraisal Report, through a plan amendment to be adopted by September 1, 1997.
3. Adopt a Comp Plan amendment by January 2, 1997 to establish a Growth Management Element.
4. Begin a small area stabilization and revitalization plan by June 1, 1997 pursuant to the "Guide For Neighborhood Planning."

| PERFORMANCE MEASURES          | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Demographic data requests     | n/a               | n/a             | n/a                     | 1,500             | 600               |
| Public contacts               | 2,011             | n/a             | n/a                     | 3,000             | 2,700             |
| Proposed annexations reviewed | 41                | n/a             | n/a                     | 20                | 20                |
| Developer petitions reviewed  | 461               | n/a             | n/a                     | 650               | 600               |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Charges               | \$24,459          | \$30,000          | \$93,410             | \$31,700          |
| TOTAL                           | \$24,459          | \$30,000          | \$93,410             | \$31,700          |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$1,442,346       | \$1,665,461       | \$1,434,558          | \$1,700,450       |
| Operating Expenses              | 518,357           | 1,066,232         | 523,665              | 965,252           |
| Capital Outlay                  | -                 | 45,750            | 28,160               | 25,000            |
| Non-Operating                   | 412,748           | 765,127           | 611,530              | 896,397           |
| TOTAL                           | \$2,373,451       | \$3,542,570       | \$2,597,913          | \$3,587,099       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 41                | 41                | 42                   | 42                |
| Full Time Equivalents (FTEs)    | 41.00             | 41.00             | 42.00                | 42.00             |

### Summary of Key Funding/Service Issues

**Purchase of Agricultural Conservation Easements (PACE):** The PACE Program is the cornerstone to retention of agriculture in the South County area. The Planning Division is providing the support staff and will engage in negotiations for the first easements under this program. Outside assistance is necessary for appraisals.

**Evaluation and Appraisal Report (EAR) Based Plan Amendments:** Following the acceptance of the EAR Report by DCA, the Planning Division is engaged in significant amendments to the Comprehensive Plan, thus, bringing it up-to-date and enhancing its use as a management tool. Outside assistance is necessary for the mandated Transportation Element (combination of the previous Traffic, Transit, Aviation, and Ports Elements) and background data (housing needs analysis) for the Housing Element.

**Growth Management Strategy:** In June 1995, the LUAB/LPA presented a revised direction for the

County's growth management strategy. That strategy needs to be formalized through remedial amendments to the Comprehensive Plan and then the creation of a Growth Management Element.

**Amendment/Annexation Tracking Enhancements:** The Current Planning Section will update and enhance its logging and tracking systems for municipal plan amendments and annexations. This new data will automatically go into the Advanced Planning Section's data management system and provide current information on our countywide land use base.

**Glades Area Planning/Coordination:** In FY 1995-96 the Planning Division has taken a leadership role in the coordinating and facilitating of planning, grants, and economic development activities in the Glades Communities. The FY 1996-97 focus will be on achieving consistency among actual land use, zoning, and future land use in this area. Eventually there will be a distinct "Glades element" for the area.

**Definition of Program and Services**

To develop and apply reasonable standards for new development and redevelopment. Primary services include:

- ◆ review of proposed development;
- ◆ update of Unified Land Development Code;
- ◆ review applications for code variances; and
- ◆ concurrency determination review.

**Program Objectives for FY 1997**

1. Establish a program of meeting with industry representatives six times per year.
2. Reduce the processing time for special permit applications from ten work days to five.
3. Reduce the processing period for concurrency applications from eight weeks to an average of four weeks.

| PERFORMANCE MEASURES                        | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Meetings with industry                      | n/a               | n/a             | n/a                     | 1                 | 6                 |
| Days to process special permit applications | 10                | n/a             | n/a                     | 10                | 5                 |
| Weeks to process concurrency applications   | 8                 | n/a             | n/a                     | 8                 | 4                 |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other Licenses, Permits & Taxes | \$879,566         | \$812,500         | \$840,500            | \$840,500         |
| User Fees/Charges               | 13,144            | 15,000            | 20,000               | 20,000            |
| Other                           | 1,154             | 20                | 30                   | 30                |
| TOTAL                           | \$893,864         | \$827,520         | \$860,530            | \$860,530         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$1,373,862       | \$1,670,592       | \$1,494,058          | \$1,726,455       |
| Operating Expenses              | 523,401           | 981,585           | 939,346              | 1,026,051         |
| Capital Outlay                  | 224,220           | 194,200           | 36,000               | 159,600           |
| Debt Service                    | -                 | 6,000             | -                    | -                 |
| Non-Operating                   | 735,395           | 1,003,477         | 748,204              | 1,533,073         |
| TOTAL                           | \$2,856,878       | \$3,855,854       | \$3,217,608          | \$4,445,179       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 51                | 53                | 54                   | 55                |
| Full Time Equivalents (FTEs)    | 51.00             | 53.00             | 54.00                | 55.00             |

### Summary of Key Funding/Service Issues

**Outside Assistance:** Zoning code revisions are required in the areas of commercial redevelopment regulations and planned development regulations. \$25,000 is recommended to provide assistance in developing the appropriate language.

**Efficiency Improvements:** Through restructuring of staff and responsibilities, the average processing time for special permit and concurrency applications

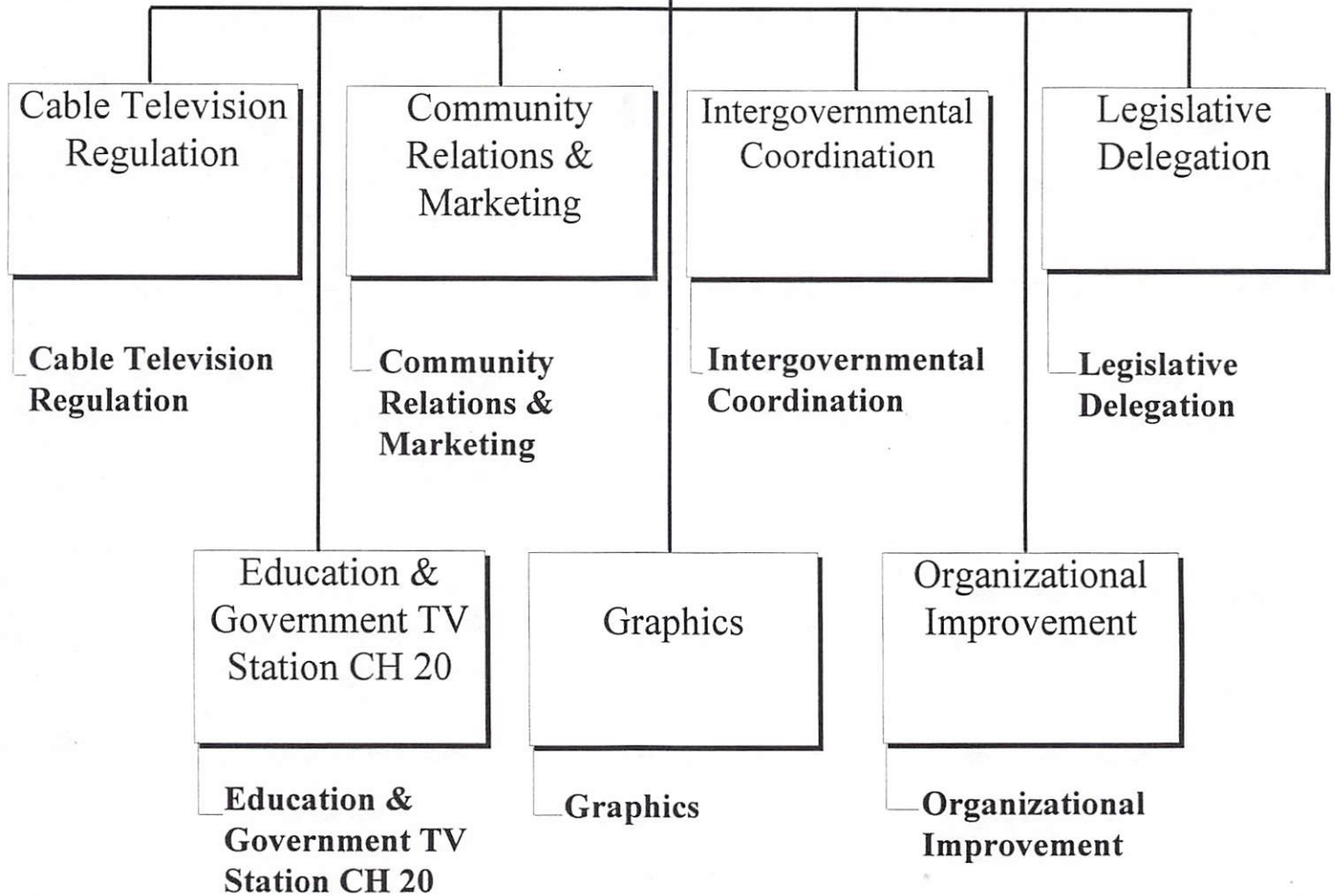
will be reduced from ten to five days and eight to four weeks respectively.

**Meetings:** Meetings with industry representatives will be increased from one to six per year to review zoning and code problems and discuss development trends that will affect Zoning's responsibilities and workload.





# Public Affairs



48 Positions

# Public Affairs

|   |   |   |   |
|---|---|---|---|
| <p>Section 1<br/>Public Affairs<br/>Section 1</p>   | <p>Section 2<br/>Public Affairs<br/>Section 2</p>   | <p>Section 3<br/>Public Affairs<br/>Section 3</p>   | <p>Section 4<br/>Public Affairs<br/>Section 4</p>   |
| <p>Section 5<br/>Public Affairs<br/>Section 5</p>   | <p>Section 6<br/>Public Affairs<br/>Section 6</p>   | <p>Section 7<br/>Public Affairs<br/>Section 7</p>   | <p>Section 8<br/>Public Affairs<br/>Section 8</p>   |
| <p>Section 9<br/>Public Affairs<br/>Section 9</p>   | <p>Section 10<br/>Public Affairs<br/>Section 10</p> | <p>Section 11<br/>Public Affairs<br/>Section 11</p> | <p>Section 12<br/>Public Affairs<br/>Section 12</p> |
| <p>Section 13<br/>Public Affairs<br/>Section 13</p> | <p>Section 14<br/>Public Affairs<br/>Section 14</p> | <p>Section 15<br/>Public Affairs<br/>Section 15</p> | <p>Section 16<br/>Public Affairs<br/>Section 16</p> |



**Mission**

To facilitate public and internal awareness of, and accessibility to, County services and programs through a variety of communication channels.

**Summary of Services/Facilities**

The Public Affairs Department provides services on a countywide basis through two primary locations:

- 1) 301 North Olive Avenue (Government Center) - 1st, 10th, 11th, and 12th floors; and
- 2) 2030 South Congress Avenue (Water Utilities Building) - Graphics Section.

In addition, services and information are provided through many community outreach efforts, including toll-free numbers, government television programming, information racks, community meetings, festivals and special events. Programs include Cable TV Customer Service and Franchise Regulation, Channel 20 Programming & Services, Community Relations and Marketing; Graphics Design & Printing; Intergovernmental Coordination; Legislative Delegation; and Organizational Improvement and Training.

**Trends and Issues**

A number of significant trends and issues will affect service delivery in the upcoming budget year:

- **Technology:** balancing the cost and value of implementing technological enhancements to the communications methods and systems;
- **Citizen Involvement/Empowerment:** benefiting from the involvement of the community in the design and delivery of government programs and services;

- **Population:** dealing with continuing increases in a very diverse population which creates a need for expanded services, and specialized services for population groups;
- **Devolution:** responding to federal and state program and funding changes, particularly in how these changes affect the scope of local government's fundamental responsibilities; and
- **Coordination:** partnering with the community, businesses and other local governments in providing cost-effective programs and services.



| FINANCIAL & STAFFING SUMMARY    | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|---------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED              |                |                |                   |                |
| Other Licenses, Permits & Taxes | \$1,261,192    | \$1,712,697    | \$1,459,149       | \$1,624,499    |
| User Fees/Charges               | 38,324         | 71,500         | 72,500            | 40,000         |
| Fines & Forfeitures             | 8,082          | 2,500          | 7,882             | 3,500          |
| Inter-Departmental Charges      | 10,779         | 10,000         | 24,500            | 25,000         |
| Other                           | (3,060)        | -              | 130,152           | 147,576        |
| Interfund Transfers             | 83,538         | 83,538         | 83,538            | -              |
| Central Services Charges        | 736,628        | 853,254        | 771,507           | 927,088        |
| TOTAL                           | \$2,135,483    | \$2,733,489    | \$2,549,228       | \$2,767,663    |
| APPROPRIATIONS                  |                |                |                   |                |
| Personal Services               | \$1,707,058    | \$2,003,442    | \$1,993,155       | \$2,127,238    |
| Operating Expenses              | 1,052,960      | 1,416,861      | 1,267,874         | 1,593,723      |
| Capital Outlay                  | 582,146        | 581,771        | 561,516           | 559,742        |
| Debt Service                    | 10,398         | 75,638         | 81,368            | 19,368         |
| Non-Operating                   | -              | 99,140         | -                 | 28,568         |
| TOTAL                           | \$3,352,562    | \$4,176,852    | \$3,903,913       | \$4,328,639    |
| STAFFING                        |                |                |                   |                |
| Positions                       | 44             | 48             | 48                | 48             |
| Full Time Equivalents (FTEs)    | 44.00          | 47.75          | 47.75             | 47.75          |

### Significant Changes From Prior Year

**Supplemental Items:** Supplemental funding included in the Department's FY 1996-97 budget:

- Move transmitter from Channel 29 tower to Channel 20's new tower location, saving future tower rental charges. **Fiscal Impact: \$115,000**
- Expand publications/clipping service to meet demand. **Fiscal Impact: \$10,000**

Other operational changes include:

**Training:** The Organizational Improvement program has expanded to include professional consultant training. Training is provided cost-effectively with an average per participant cost of approximately \$40 and is customized to the specific needs of each department/client.

**Developing Community Partnerships:** Community Relations & Marketing continues to become more proactive, exploring partnerships with other governments and community and business groups. The BCC authorized the development of a countywide Coordinated Communications & Marketing Plan, implementation of which is a priority for FY 1996-97. Community outreach efforts such as festivals, kiosks, "County in the Mall," World Wide Web Page, and volunteer programs are being aggressively pursued.

**Efficiencies:** Graphics met its goal, attaining a reserve for future equipment replacement, eliminating the need for an ad valorem subsidy. The Self-Directed Team has provided information to dozens of inquirers, serving as a model of productivity and customer service for local governments nationwide.



**Legislative Activity:** The uncertainty of future reductions in federal and state funding has required more focused lobbying efforts. Communication of local priorities and potential impacts associated with legislative actions has become an increasingly

essential service to the Board of County Commissioners (BCC), County departments and residents.

**Definition of Program and Services**

To regulate cable companies operating in unincorporated Palm Beach County. Primary services include:

- ◆ monitor and regulate cable television companies;
- ◆ permit and inspect cable television industry construction activities; and
- ◆ provide consumer service information for all cable subscribers in the County's unincorporated areas.

**Program Objectives for FY 1997**

1. Redraft current cable ordinance to incorporate regulatory changes and adjust revenue collection schedule.
2. Conduct revenue audits of the four cable television franchises.
3. Update map books to reflect sales and transfers of cable companies.
4. Monitor and adapt local codes to a changing regulatory and technological landscape.
5. Maintain a 98% "point of contact" complaint resolution, avoiding paper follow-up.
6. Increase the number of customer survey cards issued by 100%.

| PERFORMANCE MEASURES                       | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Complaints:                                |                   |                 |                         |                   |                   |
| telephone inquiries/complaints             | 11,717            | n/a             | n/a                     | 12,255            | 11,772            |
| recorded complaints                        | 307               | n/a             | n/a                     | 416               | 288               |
| % complaints resolved                      | 98%               | n/a             | n/a                     | 98%               | 98%               |
| Customer satisfaction:                     |                   |                 |                         |                   |                   |
| survey cards issued                        | n/a               | n/a             | n/a                     | 296               | 600               |
| % returned                                 | n/a               | n/a             | n/a                     | 65%               | 70%               |
| % overall satisfaction                     | n/a               | n/a             | n/a                     | 95%               | 97%               |
| Cable subscribers/unincorporated<br>County | 188,195           | n/a             | n/a                     | 195,723           | 203,552           |
| Cable franchise companies                  | 5                 | n/a             | n/a                     | 5                 | 4                 |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Cable Franchise Fees         | \$258,593      | \$319,315      | \$271,808         | \$332,638      |
| User Fees/Charges            | 3,000          | 6,500          | 2,000             | -              |
| Fines & Forfeitures          | 8,082          | 2,500          | 7,882             | 3,500          |
| TOTAL                        | \$269,675      | \$328,315      | \$281,690         | \$336,138      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$188,618      | \$197,681      | \$197,476         | \$207,574      |
| Operating Expenses           | 80,484         | 123,344        | 76,924            | 117,720        |
| Capital Outlay               | 573            | 7,290          | 7,290             | 10,844         |
| TOTAL                        | \$269,675      | \$328,315      | \$281,690         | \$336,138      |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 4.00           | 4.00           | 4.00              | 4.00           |

### Summary of Key Funding/Service Issues

**Annual Franchise Fee Growth Continues:** Increases in cable subscribers (Figure 1) and cable franchise fees (Figure 2) are generally related to growth in new housing.

Figure 1

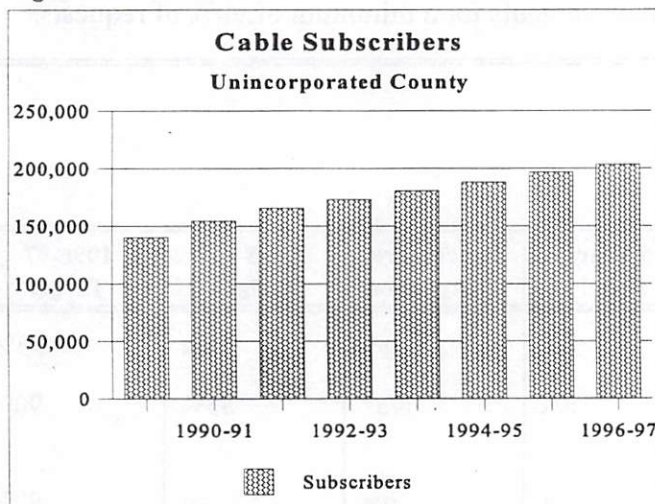
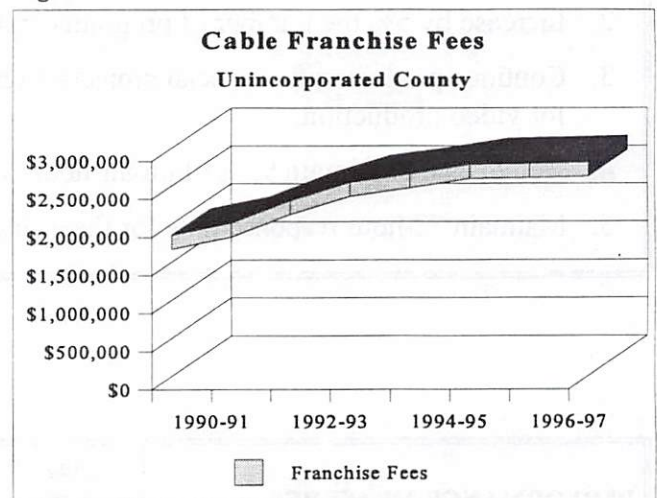


Figure 2



**Loss of Cable Franchise Fees:** A decrease in franchise fee revenue growth is expected due to Wellington's incorporation. **Fiscal Impact:** \$175,000.

**Franchise Fees Support CATV Regulation:** A portion of the 5% Cable Television revenues are represented as support for cable regulation.

**Definition of Program and Services**

To provide government information and educational programming to all cable subscribers in the County. Primary services include:

- ◆ airing County government meetings and government/informational programs;
- ◆ video production/dubbing services; and
- ◆ airing a Community Bulletin Board which provides announcements of job opportunities, bidding opportunities, and general government information announcements.

**Program Objectives for FY 1997**

1. Increase the number of ½ hour series programs produced each month to eighteen.
2. Increase by 5% the number of programs repeated 3 times or less per week.
3. Continue producing five special projects each quarter and reduce the station's three-month waiting list for video production.
4. Achieve and maintain 95% of on-air hours without errors.
5. Maintain 72-hour response time for the airing of announcements for a minimum of 90% of requests.

| PERFORMANCE MEASURES                                    | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % of on-air hours without errors                        | n/a               | n/a             | n/a                     | n/a               | 95%               |
| % of programs repeated 3 times or less per week         | 80%               | n/a             | n/a*                    | 85%               | 90%               |
| % of projects on or under deadline                      | n/a               | n/a             | n/a                     | n/a               | 90%               |
| % of projects on or under quote                         | 95%               | n/a             | n/a                     | 95%               | 100%              |
| % of announcements aired within a 72-hour response time | 90%               | n/a             | n/a                     | 90%               | 90%               |

\* Dade, Hillsborough and Orange Counties typically repeat programs eleven times per week on average.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Cable Franchise Fees         | \$1,002,599    | \$1,393,382    | \$1,187,341       | \$1,291,861    |
| User Fees/Charges            | 35,324         | 65,000         | 70,500            | 40,000         |
| Inter-Departmental Charges   | 10,779         | 10,000         | 24,500            | 25,000         |
| Other                        | -              | -              | 50,263            | 94,946         |
| TOTAL                        | \$1,048,702    | \$1,468,382    | \$1,332,604       | \$1,451,807    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$363,004      | \$501,391      | \$474,970         | \$522,258      |
| Operating Expenses           | 235,230        | 427,991        | 353,634           | 441,099        |
| Capital Outlay               | 450,468        | 539,000        | 504,000           | 488,450        |
| TOTAL                        | \$1,048,702    | \$1,468,382    | \$1,332,604       | \$1,451,807    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 10.00          | 13.00          | 13.00             | 13.00          |

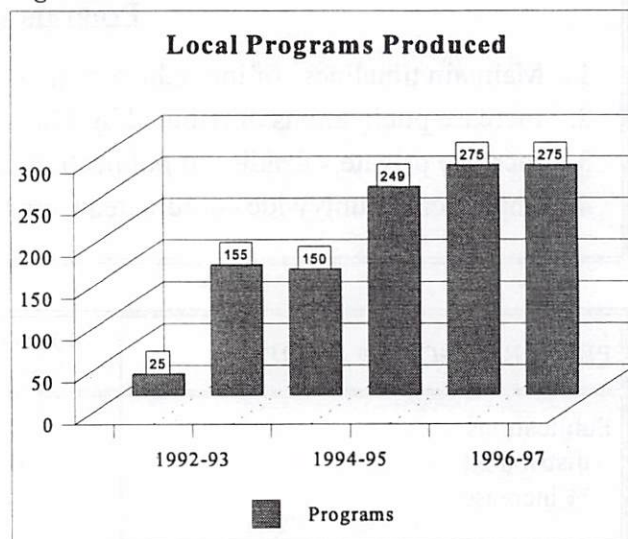
### Summary of Key Funding/Service Issues

**Increases in Local Programming Stabilize:** Local programming has increased dramatically over the last four years as illustrated in **Figure 3**, and is expected to stabilize in the next two years as the station's staffing and equipment growth has leveled off.

**New Tower Construction:** During FY 1996-97, the County will construct its own communications tower at 20-Mile Bend. Channel 20 is one of the entities that will have a transmitter installed on the tower. The cost of relocating the station's transmitter from its current location at the Channel 29 tower is approximately \$100,000. In addition to the move, Channel 20 has budgeted \$15,000 to assist in paying for the tower building. Channel 20 currently has a contract with Channel 29 for approximately \$75,000 a year for the rental of tower space which will be eliminated once the move is completed.

**Franchise Fees Support Channel 20:** A portion of the 5% Cable Television revenues are represented as support for Channel 20.

Figure 3



**Definition of Program and Services**

To provide informational sharing services to County residents through media relations, community outreach programs, publications and direct citizen response in order to increase awareness of services and promote a positive public image. Primary services include:

- ◆ produce County government publications for internal and external distribution;
- ◆ respond to citizen inquiries through direct contact, telephone and in writing;
- ◆ market County services by setting up a booth at community events, promoting public/private partnerships, arranging Commission district community meetings, managing the Speaker's Bureau, and contributing columns in local newspapers;
- ◆ promote positive media relations by writing and distributing press releases for publication and distributing news clips to appropriate staff; and
- ◆ provide receptionist/customer service, including receiving visitors and provide telephone and administrative assistance to BCC offices, County Administration and at the main lobby reception desk.

**Program Objectives for FY 1997**

1. Maintain timeliness of immediate responses at 95% or greater.
2. Increase publications distributed by 5%.
3. Increase private subsidies of publications and events by 45%.
4. Implement countywide coordinated Communications and Marketing Plan.

| PERFORMANCE MEASURES                            | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Publications:<br>distributed                    | 90,589            | n/a             | n/a                     | 100,000           | 105,000           |
| % increase                                      | 60%               | n/a             | n/a                     | 25%               | 20%               |
| % of satisfied customers (survey cards)         | 76%               | n/a             | n/a                     | 90%               | 92%               |
| % of immediate responses to customer requests   | 95%               | n/a             | n/a                     | 95%               | 96%               |
| Partnership Subsidies:                          |                   |                 |                         |                   |                   |
| public/private partnerships                     | 30                | n/a             | n/a                     | 37                | 45                |
| private donations                               | \$25,000          | n/a             | n/a                     | \$35,000          | \$50,000          |
| % of press releases published                   | 80%               | n/a             | n/a                     | 80%               | 85%               |
| Favorable news stories due to direct submission | 3                 | n/a             | n/a                     | 10                | 12                |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$648,614         | \$724,134         | \$719,818            | \$672,393         |
| Operating Expenses              | 224,241           | 333,989           | 336,378              | 300,209           |
| Capital Outlay                  | 102,010           | 21,057            | 21,057               | 19,658            |
| Debt Service                    | 10,398            | 19,368            | 19,368               | 19,368            |
| TOTAL                           | \$985,263         | \$1,098,549       | \$1,096,621          | \$1,011,628       |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 16.40             | 17.15             | 17.15                | 15.15             |

### Summary of Key Funding/Service Issues

**Service Level Demands Continue to Grow:** As the population of the County continues to grow, so does the need to find more avenues to communicate with residents. Public and private partnerships are one way in which publications and marketing activities can be increased while containing costs. Also, because of the diversity of programs and

services offered throughout the County, coordinating public information activities with appropriate staff in other departments becomes essential. Public Affairs continues to explore and expand innovative community outreach programs, including County representation at community festivals and information centers (kiosks).

**Definition of Program and Services**

To provide quality printing and publication services at competitive prices in a timely manner to Board of County Commission departments/divisions/offices and other taxing agencies. Primary services include:

- ◆ high speed/color copying with bindery options;
- ◆ pre-press design and consultation;
- ◆ one, two, three, four & five-color printing; and
- ◆ postpress/bindery including folding, padding, cutting, stapling and scoring.

**Program Objectives for FY 1997**

1. Provide quality high-speed and color copying with a minimum of waste within a 5-day turnaround time.
2. Ensure the County seal and "Board of County Commissioners" appears on all County publications.
3. Provide 85% of camera ready quality printing within 10 days.
4. Provide 90% of non-camera ready quality printing within 20 days.
5. Maintain black and white waste at or below the industry standard of 2%.
6. Maintain productivity at or above the 70% industry standard.
7. Reduce the number of orders released to outside vendors by 15%.

| PERFORMANCE MEASURES                            | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| % camera ready jobs completed within 10 days    | n/a               | n/a             | n/a                     | n/a               | 85%               |
| % non-camera days jobs completed within 20 days | n/a               | n/a             | n/a                     | n/a               | 90%               |
| % waste   | 1%                | n/a             | 2%                      | 1.5%              | 1.5%              |
| % productivity                                  | 75%               | +28%            | 70%                     | 75%               | 75%               |
| % reduction in jobs sent to outside vendors     | n/a               | n/a             | n/a                     | n/a               | 15%               |



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Other                        | \$(3,060)      | -              | \$79,889          | \$52,630       |
| Interfund Transfers          | 83,538         | \$83,538       | 83,538            | -              |
| Central Services Charges     | 736,628        | 853,254        | 771,507           | 927,088        |
| TOTAL                        | \$817,106      | \$936,792      | \$934,934         | \$979,718      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$302,050      | \$374,022      | \$410,775         | \$407,362      |
| Operating Expenses           | 417,668        | 397,060        | 390,629           | 507,988        |
| Capital Outlay               | 24,993         | 10,300         | 18,900            | 35,800         |
| Debt Service                 | -              | 56,270         | 62,000            | -              |
| Non-Operating                | -              | 99,140         | -                 | 28,568         |
| TOTAL                        | \$744,711      | \$936,792      | \$882,304         | \$979,718      |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 10.00          | 10.00          | 10.00             | 10.00          |

### Summary of Key Funding/Service Issues

**Achieving Independence from Ad Valorem Support:** As an internal service fund, Graphics is expected to maintain a reserve for future equipment replacement. In previous years, a subsidy was required from ad valorem funds to maintain the reserve. Due to increased productivity and price stabilization, this subsidy is no longer required in FY 1996-97.

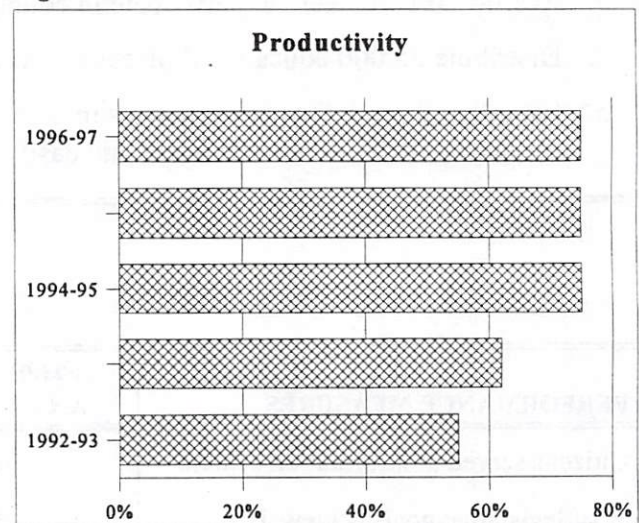
**PEP Program A Success:** Graphics has a Self-directed Performance Enterprise Program (PEP) Team that is directly responsible for increased customer satisfaction and productivity, decreased waste and the general improved reputation of the Section. The program uses a team approach which has been recognized nationally.

**Mentoring Team Formed:** One of the ways Graphics keeps up with what's going in the printing and publications field is through the "Friends of Graphics", a group of customers, vendors and other interested parties who periodically provide advice, assistance and expertise.

**Productivity a Priority:** One of the objectives for

Graphics is to meet or exceed the national average of 70% productivity. As illustrated in **Figure 4**, productivity has increased by 40% over the FY 1992-93 level.

Figure 4





**Definition of Program and Services**

To facilitate communication between the Board of County Commissioners, County residents and other governmental bodies to enhance the achievement of local objectives; and provide coordinated communications in preparation for and response to any local natural disaster. Primary services include:

- ◆ assist with information sharing between the BCC and other local governments;
- ◆ assure full support and attainment of County objectives before the Florida Legislature and U.S. Congress;
- ◆ coordinate a volunteer program to enhance citizen involvement in a variety of County activities;
- ◆ provide emergency information to media and the public by coordinating with other governments and emergency management organizations; and
- ◆ manage area information centers with local municipalities and private interests.

**Program Objectives for FY 1997**

1. Coordinate four meetings between the BCC and other local governments, including the School Board and Legislative Delegation.
2. Prepare the 1997 Legislative Program for Board consideration, and coordinate a minimum of two meetings with the Legislative Delegation.
3. Recruit 20 volunteers to participate in countywide activities.
4. Distribute 55,000 educational pieces on hurricane preparedness to the public.
5. Establish three information centers in area malls to provide information about County government services to citizens at convenient and easily accessible locations.

| PERFORMANCE MEASURES                   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Citizens served at information centers | n/a               | n/a             | n/a                     | n/a               | 10,000            |
| % of legislative goals achieved        | n/a               | n/a             | n/a                     | n/a               | 90%               |
| Volunteer hours                        | n/a               | n/a             | n/a                     | n/a               | 1,500             |
| Informational materials distributed    | n/a               | n/a             | n/a                     | n/a               | 55,000            |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$14,285          | \$12,472          | \$7,451              | \$72,305          |
| Operating Expenses              | 6,867             | 12,550            | 10,157               | 115,221           |
| Capital Outlay                  | 1,295             | 120               | 120                  | 60                |
| TOTAL                           | \$22,447          | \$25,142          | \$17,728             | \$187,586         |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | .20               | .20               | .20                  | 1.20              |

### Summary of Key Funding/Service Issues

**Cost Center Established:** Expenditures associated with staff and lobbyist contracts were previously reported through the Department's administrative budget. The budget shown for FY 1996-97 presents a more accurate representation of the program.

**Definition of Program and Services**

The Legislative Delegation Office provides coordination and assistance to the sixteen member Delegation and assists the Board of County Commissioners and the citizens of Palm Beach County with legislative matters. The Office was created by the Florida Legislature in 1971. Chapter 71-832, Florida Statutes, requires the Board of County Commissioners to pay the salaries and associated expenses, including office space and equipment, for an Administrative Aide and a Secretary. Primary services include:

- ◆ provide information and assistance to legislators, the Board of County Commissioners, County departments, attorneys, and the general public;
- ◆ coordinate public hearings;
- ◆ shepherd local bills through the legislative process;
- ◆ monitor the status of proposed bills;
- ◆ author annual Legislative Report;
- ◆ speak to groups about the legislative process; and
- ◆ assist with appreciation functions.

**Program Objectives for FY 1997**

1. Assist with the preparation of a report to the Legislative Delegation and the Board of County Commissioners outlining changes to improve coordination with the Board and County staff.
2. Obtain computer training and access to the Internet and E-mail system.

| PERFORMANCE MEASURES              | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-----------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Responses to information requests | 150               | n/a             | n/a                     | 250               | 200               |
| Public hearings                   | 10                | n/a             | n/a                     | 15                | 5                 |
| Workshops                         | n/a               | n/a             | n/a                     | 10                | 6                 |
| Events                            | 6                 | n/a             | n/a                     | 25                | 35                |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$90,007          | \$92,864          | \$92,864             | \$97,169          |
| Operating Expenses              | 7,724             | 14,363            | 10,179               | 13,620            |
| Capital Outlay                  | -                 | 3,744             | 3,894                | -                 |
| TOTAL                           | \$97,731          | \$110,971         | \$106,937            | \$110,789         |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 2.00              | 2.00              | 2.00                 | 2.00              |

### Summary of Key Funding/Service Issues

**Improved Coordination with County Staff and Board of County Commissioners:** During the Board of County Commissioners' FY 1997 budget workshop, staff was directed to review the job descriptions for the Orange County Legislative Delegation for appropriateness of implementation in

Palm Beach County. A restructuring of this Office in FY 1997 is expected to enhance the level of coordination with County staff and the Board of County Commissioners.

**Definition of Program and Services**

To increase the efficiency and quality of services provided through all County programs. Primary services include:

- ◆ customize and centralize training to departments, divisions and work groups;
- ◆ facilitate departments, divisions and work groups to support improvement efforts;
- ◆ coordinate informal meetings with employees and the County Administrator for the purpose of discussing organizational issues/concerns;
- ◆ promote recognition of individual, group and departmental accomplishments that demonstrate government excellence; and
- ◆ communicate countywide efforts of improvements such as cost savings and improved efficiencies and effectiveness.

**Program Objectives for FY 1997**

1. Evaluate countywide computer training needs and design a cost effective training plan.
2. Establish a video tape tracking system and advertise a video tape collection that can be used for internal training.
3. Survey citizens to determine the level of satisfaction with Palm Beach County government services.
4. Establish base line measures of employee morale and employee involvement.
5. Survey employees' awareness and perceptions of the Golden Palm Award.
6. Increase training hours by 6%.
7. Create a program as a follow-up to the "Quality Pledge" to recognize employees' day-to-day quality actions (such as citizen's letter of praise) that contribute to County government excellence.

| PERFORMANCE MEASURES          | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Training:                     |                   |                 |                         |                   |                   |
| employees trained             | 1,376             | n/a             | n/a                     | 1,400             | 1,450             |
| average cost per participant  | \$39.57           | n/a             | n/a                     | \$40.00           | \$40.00           |
| training hours                | 382               | n/a             | n/a                     | 375               | 400               |
| Employee morale rating        | n/a               | n/a             | n/a                     | n/a               | n/a               |
| Level of employee involvement | n/a               | n/a             | n/a                     | n/a               | n/a               |



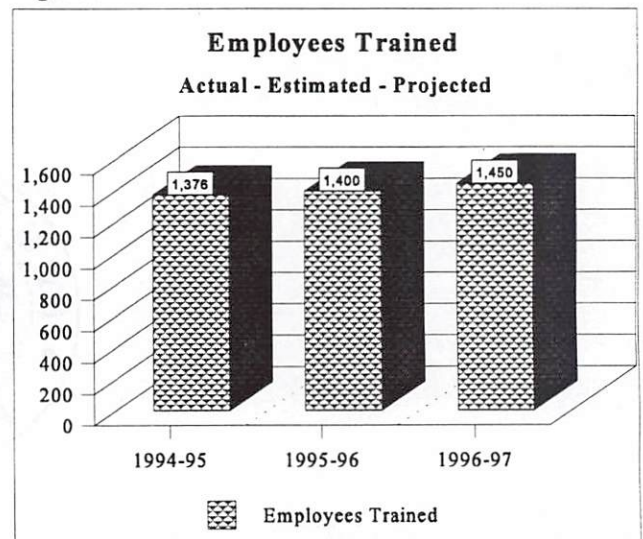
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$100,480      | \$100,878      | \$89,801          | \$148,177      |
| Operating Expenses           | 80,746         | 107,563        | 89,973            | 97,866         |
| Capital Outlay               | 2,807          | 260            | 6,255             | 4,930          |
| TOTAL                        | \$184,033      | \$208,701      | \$186,029         | \$250,973      |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 1.40           | 1.40           | 1.40              | 2.40           |

### Summary of Key Funding/Service Issues

**Customized Training:** As the organization changes, the ability to train and develop people on the job has become increasingly critical. Training funds are provided to all managers in the organization who identify specific work group training needs. This training, which is designed to meet specific needs, is very effective because practical job application is built into the program design. **Figure 5** shows that twenty-nine percent of the organization received training in FY 1994-95, the first year these funds were made available.

**Citizen Survey Planned:** Funds are included in the FY 1996-97 budget to conduct a Countywide Citizen Survey to measure the level of citizen satisfaction with County services.

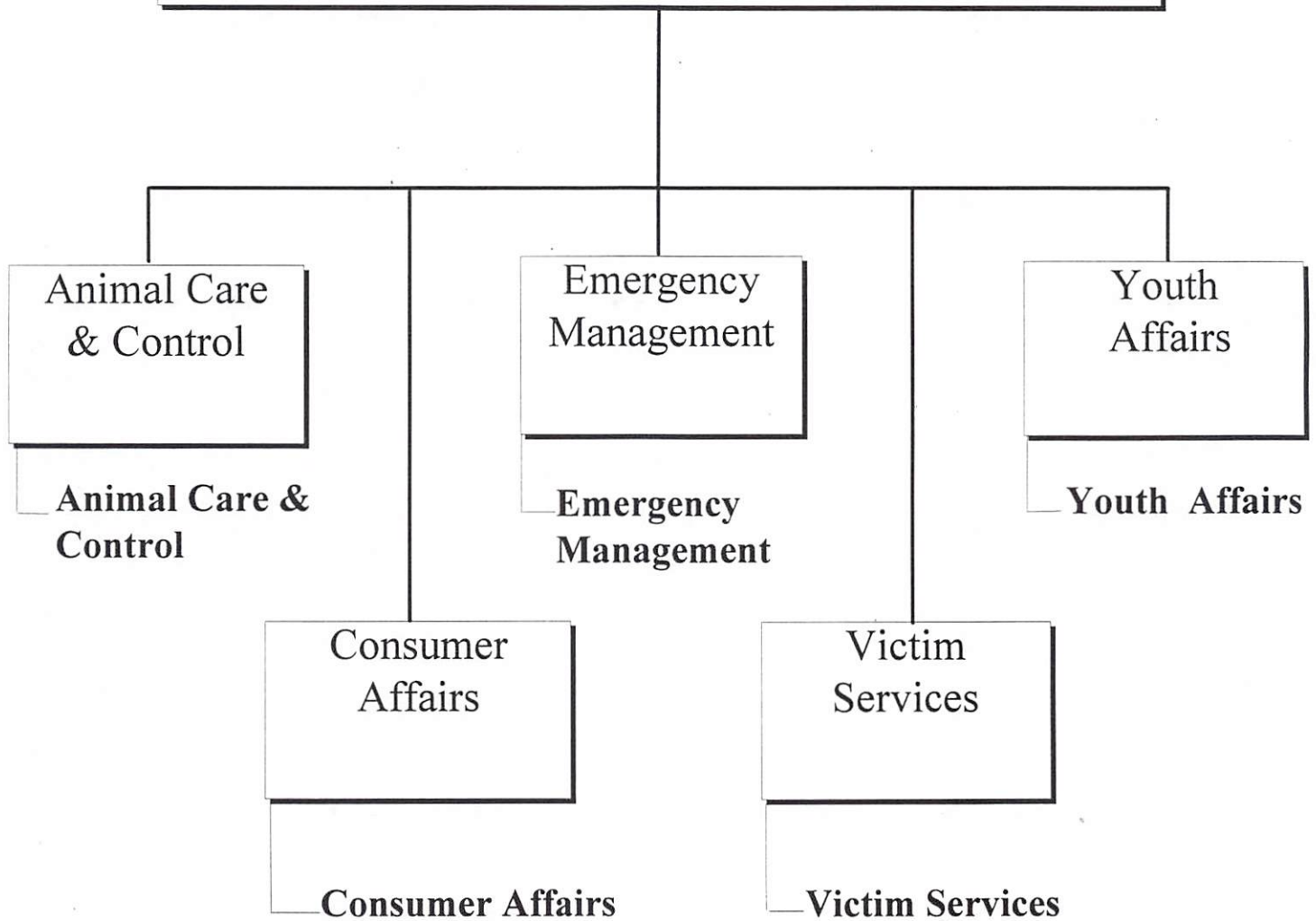
Figure 5







# Public Safety



236 Positions

# PHOTOGRAPHY



PHOTOGRAPHY

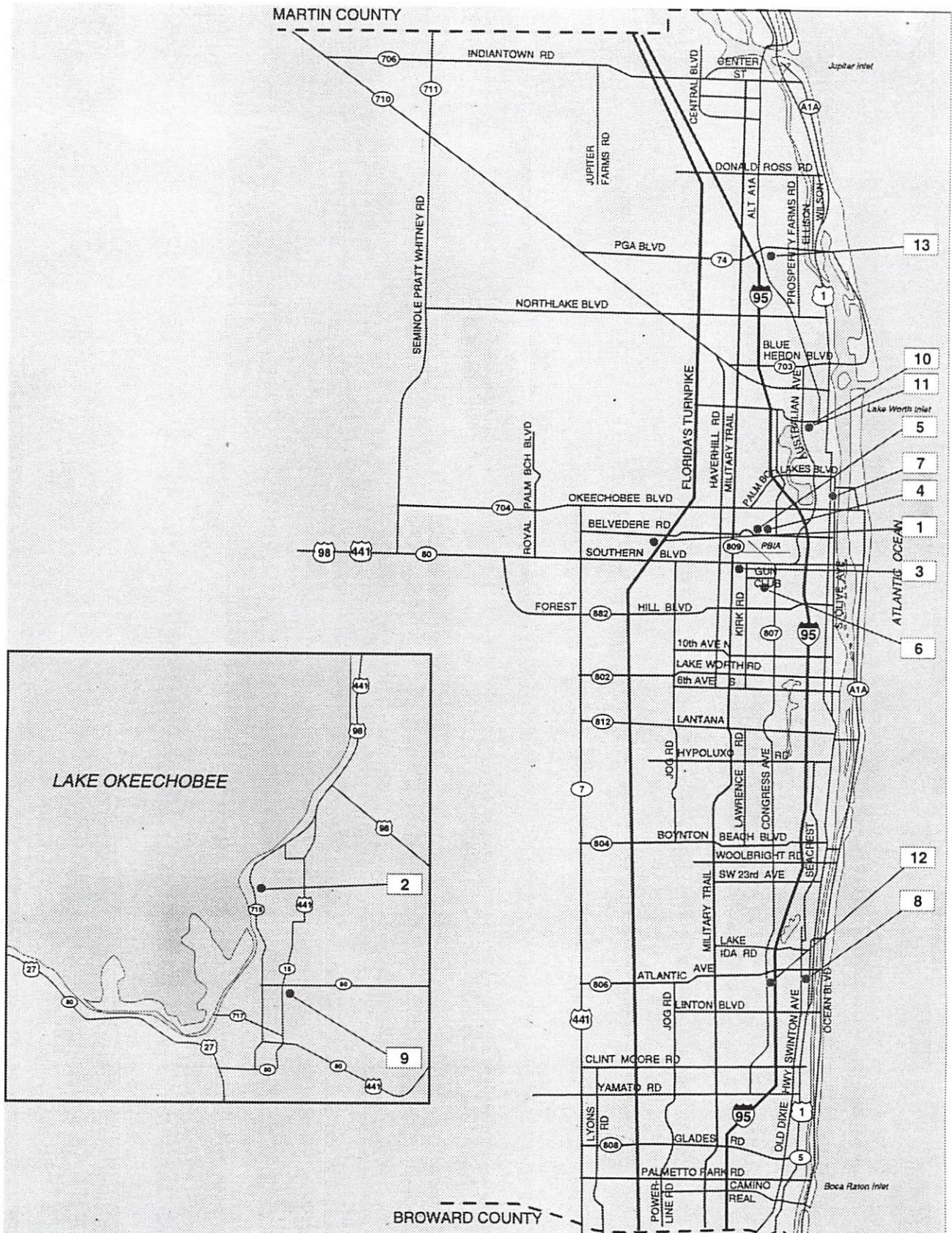
PHOTOGRAPHY

PHOTOGRAPHY





# Board of County Commissioners Department of Public Safety









## Public Safety Offices

### Map Reference

### Division

#### Administration

4 Public Safety Administration Office

#### Animal Care and Control

1 Main Office and Shelter

2 Glades Area Shelter

#### Consumer Affairs

3 Consumer Affairs Office

#### Emergency Management

4 Medical Services Office

5 Emergency Management Office

6 Medical Examiner's Office

7 Victim Services Main Office

13 Victim Services North Office

8 South Satellite Office

9 Glades Area Satellite Office

#### Youth Affairs

10 Main Office and Family Service Center

7 Psychological Court Services

9 Youth Service Bureau Glades Area Satellite Office

3 Youth Service Bureau Central Office

11 Youth Service Bureau North Satellite Office

12 Youth Service Bureau South Satellite Office

NOTES

1. The first part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are in agreement with the experimental facts.

2. The second part of the paper is devoted to a discussion of the specific properties of the atom. It is shown that the specific properties of the atom are determined by the laws of quantum mechanics, and that the laws of quantum mechanics are in agreement with the experimental facts.

3. The third part of the paper is devoted to a discussion of the applications of the theory of the structure of the atom. It is shown that the theory of the structure of the atom has many important applications in physics and chemistry.



### Mission

To protect, enhance, and improve the health, safety, welfare, and quality of life in Palm Beach County. This mission is conducted with employee teamwork and public service through an organization of diverse agencies, programs, and services.

### Summary of Services/Facilities

The Department of Public Safety provides administration and enforcement of laws; one-to-one counseling, advocacy, and treatment programs and services; educational programs; and disaster and crisis management through its five programs: Animal Care and Control, Consumer Affairs; Emergency Management; Victim Services and Support; and, Youth Affairs. Each program has a

central office and three programs have additional satellite facilities. Services provided by Animal Care and Control, Consumer Affairs, and Emergency Management relate primarily to regulatory enforcement. All programs support activities related to counseling and advocacy, education, and disaster crisis management.

### Trends and Issues

**New Facilities & Capital Improvements:** During this fiscal year and succeeding fiscal years, the Department will start or complete several capital projects: a new Emergency Operations Center and Fire-Rescue Alarm Office facility; a new administrative building and the refurbishment of the Medical Examiner's Office building; and the continuing phases of replacement of the old MEDCOM Paramedic Communication System.

**Automation Modernization / Replacement:** During this fiscal year, Animal Care and Control is scheduled to begin the replacement of its automation system, moving from old technology to the County's newer standards; Victim Services and

Support and Youth Affairs will be well into their program design and beginning to develop their implementation strategies. Emergency Management will be implementing their system design upon moving into the new facility.

**Growth in Customer Base:** Each program has experienced growth in the demand for service. Increasing workload and unexpected demands (the recent rabies outbreak; increasing domestic violence reports; increasing numbers of tropical weather disturbances; increasing emphasis on juvenile crime, etc.) have strained available resources. Increases in staff and program resources are a direct response to the increased demand.

### Significant Changes From Prior Year

**Opening of new EOC Facility:** The new EOC will open before the 1997 Hurricane Season. This larger facility will require increased "O&M" expenditures and one-time "CIP" expenditures. **Fiscal Impact:** \$918,700

**Opening Additional Dorm:** The new "Highridge Family Center" (Sabal Palm) opened an additional 12 beds (one dorm). This increased the number of open beds to 60 leaving 12 beds available for opening in FY 1998. **Fiscal Impact:** \$123,806



| FINANCIAL & STAFFING SUMMARY    | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|---------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED              |                |                |                   |                |
| Other Licenses, Permits & Taxes | \$150,109      | \$195,132      | \$151,415         | \$155,633      |
| Grants                          | 575,748        | 547,950        | 558,836           | 527,514        |
| User Fees/Charges               | 4,030,397      | 4,515,624      | 4,196,758         | 4,425,239      |
| Fines & Forfeitures             | 5,796          | 2,800          | 3,000             | 3,000          |
| Other                           | 1,537,610      | 1,817,832      | 2,133,300         | 2,002,944      |
| TOTAL                           | \$6,299,660    | \$7,079,338    | \$7,043,309       | \$7,114,330    |
| APPROPRIATIONS                  |                |                |                   |                |
| Personal Services               | \$8,203,299    | \$9,431,653    | \$8,913,897       | \$9,979,255    |
| Operating Expenses              | 6,078,188      | 7,401,486      | 6,813,220         | 8,075,769      |
| Capital Outlay                  | 307,250        | 1,573,979      | 681,804           | 1,579,689      |
| Debt Service                    | 1,303          | 6,644          | 3,444             | 6,644          |
| Non-Operating                   | 110,430        | 468,020        | 382,234           | 319,836        |
| TOTAL                           | \$14,700,470   | \$18,881,782   | \$16,794,599      | \$19,961,193   |
| STAFFING                        |                |                |                   |                |
| Positions                       | 219            | 227            | 231               | 236            |
| Full Time Equivalents (FTEs)    | 215.75         | 223.25         | 226.25            | 230.75         |

| PERFORMANCE MEASURES                            | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|---|----------------|--------------|----------------------|----------------|----------------|
| Ad valorem expenditures per capita              | \$8.77         | n/a          | n/a                  | \$11.99        | \$12.83        |
| % of ad valorem expenditures for Administration | 3.69%          | n/a          | n/a                  | 2.5%           | 2.4%           |

**Medical Examiner's Office Contract Changes:**

An increase in cost for the Medical Examiner contract, the body removal contract, and the Sheriff's Office forensic laboratory is required.

**Fiscal Impact: \$154,000**

**Office Automation Upgrades/Replacements:**

Because of recent changes and standards in ISS, Animal Care and Control, Consumer Affairs and Emergency Management are upgrading and/or

replacing their existing computer hardware and software. **Fiscal Impact: \$204,000**

**Increased Staffing:**

- Animal Care 1 position
- Youth Affairs 4 positions

**Fiscal Impact: \$8,767** for Animal Care. (Fiscal Impact for Youth Affairs is included in the fiscal impact of opening HIGHRIDGE.)



**Definition of Program and Services**

To provide rabies/license tags for pets, receive complaints and conduct investigations, handle impounded animals, provide volunteer and educational activities, and assist people visiting the two animal shelters. Primary services include:

- ◆ protect the public's health and safety through rabies/animal control;
- ◆ educate school children and residents about responsible pet and animal care;
- ◆ provide shelter and veterinary care to impounded animals;
- ◆ enforce local and state animal protection laws;
- ◆ adopt, redeem, and euthanize impounded animals with emphasis on promoting the adoption of family pets; and
- ◆ reduce animal impoundments/euthanasia by encouraging the sterilization of pets.

**Program Objectives for FY 1997**

1. Increase rabies/license tag sales by 5%.
2. Increase dog/cat adoptions by 25%.
3. Reduce average response time to calls by 10 hours from FY 1995-96 actual.
4. Sterilize 2,000 animals through the mobile spay/neuter clinic (Spay Shuttle).
5. Maintain a level of 5,500 education program participants per year.
6. Respond to 2,600 animal-to-human bite complaints for rabies control.

| PERFORMANCE MEASURES          | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Rabies/license tags issued    | 89,375            | -1%             | 67,328                  | 102,300           | 107,000           |
| Complaint investigations      | 20,159            | n/a             | 24,839                  | 22,500            | 23,000            |
| Average response time (hours) | 78                | n/a             | n/a                     | 100               | 70                |
| Spay shuttle sterilizations   | n/a               | n/a             | n/a                     | 0                 | 2,000             |
| Animals impounded             | 13,932            | n/a             | n/a                     | 14,000            | 14,500            |
| Animals reclaimed by owner    | 1,180             | n/a             | n/a                     | 1,300             | 1,400             |
| Dog/cat adoptions             | 2,341             | +15%            | 1,700                   | 2,800             | 3,500             |

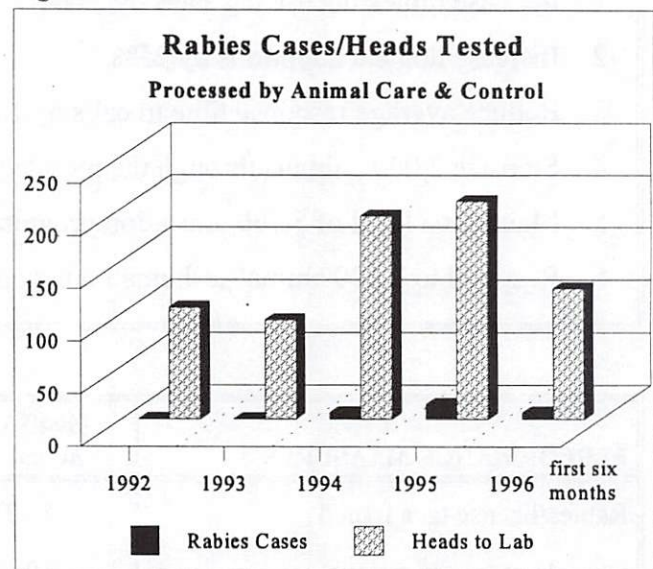
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$1,374,833    | \$1,943,900    | \$1,613,798       | \$1,799,928    |
| Fines & Forfeitures          | 5,796          | 2,800          | 3,000             | 3,000          |
| Other                        | 47,649         | 175,550        | 220,443           | 152,504        |
| TOTAL                        | \$1,428,278    | \$2,122,250    | \$1,837,241       | \$1,955,432    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$2,513,432    | \$2,953,404    | \$2,704,476       | \$3,159,339    |
| Operating Expenses           | 820,272        | 1,045,285      | 908,855           | 1,150,452      |
| Capital Outlay               | 68,789         | 347,885        | 410,180           | 191,461        |
| TOTAL                        | \$3,402,493    | \$4,346,574    | \$4,023,511       | \$4,501,252    |
| STAFFING                     |                |                |                   |                |
| Positions                    | 71             | 73             | 77                | 78             |
| Full Time Equivalents (FTEs) | 70.75          | 72.75          | 75.75             | 76.25          |

### Summary of Key Funding/Service Issues

**Response to Rabies Cases:** The 20 animal rabies cases discovered in the past two year period are unprecedented for Palm Beach County. Animal Care and Control has been the primary public agency coordinating the direct response to this serious public health concern. The lab testing of animal heads in cases involving possible human exposure has more than doubled over the past two years (see **Figure 1**). The figures for 1996 are for less than one-half of a calendar year (through June 15). Unfortunately, disease experts predict a continuation of the rabies threat over the next several years. The Division has responded by expanding public rabies clinics, distributing 20,000 informational circulars and increasing field patrols.

The Division has also experienced a 25% increase in the number of animal-to-human bites being reported.

Figure 1





**Definition of Program and Services**

To enforce County ordinances and State statutes, receive and attempt to resolve consumer complaints; recover goods and charges for services on behalf of the consumer; provide educational programs; and license certain business categories. Primary services include:

- ◆ enforce county and state laws regarding consumer protection;
- ◆ regulate the towing and vehicle for hire industry;
- ◆ provide telephone advice and counseling services;
- ◆ mediate complaints between consumers and businesses; and
- ◆ educate school children and adults about responsible consumerism and provide educational materials and presentations regarding consumer protection.

**Program Objectives for FY 1997**

1. Decrease the average time to close a case from 128 days to 115 days.
2. Increase cases favorably resolved for consumers by 10%.
3. Increase dollars or dollar value recovered for consumers by 10%.

| PERFORMANCE MEASURES            | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Calls requesting assistance     | 41,554            | 11.6%/yr        | 33,952                  | 42,000            | 42,500            |
| New cases opened                | 2,550             | n/a             | 1,500                   | 2,100             | 2,200             |
| Average days to close a case    | n/a               | n/a             | n/a                     | 128               | 115               |
| % of cases favorably resolved   | 66%               | n/a             | n/a                     | 56%               | 61%               |
| Dollars recovered for consumers | \$585,559         | n/a             | \$237,562               | \$389,000         | \$427,900         |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other Licenses, Permits & Taxes | \$146,509         | \$135,000         | \$136,750            | \$130,000         |
| Other                           | 165,665           | 131,944           | 161,483              | 88,607            |
| TOTAL                           | \$312,174         | \$266,944         | \$298,233            | \$218,607         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$410,526         | \$461,962         | \$416,893            | \$487,080         |
| Operating Expenses              | 44,600            | 120,322           | 95,332               | 143,524           |
| Capital Outlay                  | 76,152            | 82,503            | 54,800               | 21,384            |
| Non-Operating                   | -                 | 9,784             | -                    | 5,086             |
| TOTAL                           | \$531,278         | \$674,571         | \$567,025            | \$657,074         |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 11                | 12                | 12                   | 12                |
| Full Time Equivalents (FTEs)    | 11.00             | 11.50             | 11.50                | 11.50             |

### Summary of Key Funding/Service Issues

**Postage:** During FY 1996-97, the Division will absorb all postage costs presently paid by the Purchasing Department. Funding for postage and leasing a postage meter machine has been included in this year's budget. **Fiscal Impact: \$10,000**

**Communications:** During FY 1996-97, the Division will have to absorb the cost of all intra-county toll-free calls (930 exchange), presently paid by the Division of Communications. The Division will also be located in a new facility with a new telephone system. **Fiscal Impact: \$10,000**



### Definition of Program and Services

To prepare and maintain disaster response and recovery plans; inspect licensed EMS agencies and hazardous material facilities; maintain a file of street addresses for 9-1-1; update and maintain critical 9-1-1 files; conduct educational programs; and provide public alert, warnings, and after hour emergency notifications. Primary services include:

- ◆ plan and prepare for disaster response and recovery;
- ◆ monitor and enforce local and state laws regulating emergency medical services, 9-1-1 public answering points, and hazardous material facilities;
- ◆ review and approve emergency response plans for licensed residential health care facilities;
- ◆ educate the public on emergency management topics such as disaster preparedness, disaster recovery, and emergency medical service response, etc.;
- ◆ mitigate the loss of life and property caused by disasters through the preparation of comprehensive emergency management plans;
- ◆ maintain a countywide emergency alert and warning system;
- ◆ manage EMS, 9-1-1, Emergency Management, and SARA Title III grant and trust funds; and
- ◆ respond to Flood Plain Property Designations.

### Program Objectives for FY 1997

1. Increase the number of communications alerts/warning completed within ten minutes by 0.5%.
2. Decrease the number of inspections requiring follow-up by 5%.
3. Decrease the average time to correct the 9-1-1 database by eight hours.

| PERFORMANCE MEASURES                                   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Alerts/warnings  | 47,798            | +43.25%         | n/a                     | 41,000            | 42,025            |
| Percent of alerts/warnings completed within 10 minutes | 90%               | n/a             | n/a                     | 95%               | 95.5%             |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other Licenses, Permits & Taxes | \$3,600           | \$60,132          | \$14,665             | \$25,633          |
| Grants                          | 470,606           | 464,822           | 475,629              | 418,812           |
| User Fees/Charges               | 2,518,957         | 2,462,724         | 2,460,960            | 2,498,311         |
| Other                           | 1,260,609         | 1,470,020         | 1,699,227            | 1,735,411         |
| TOTAL                           | \$4,253,772       | \$4,457,698       | \$4,650,481          | \$4,678,167       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$963,975         | \$1,030,920       | \$1,014,927          | \$1,069,272       |
| Operating Expenses              | 4,143,119         | 4,959,816         | 4,484,543            | 5,300,290         |
| Capital Outlay                  | 116,340           | 1,068,369         | 141,621              | 1,292,358         |
| Debt Service                    | -                 | 3,200             | -                    | 3,200             |
| Non-Operating                   | 110,430           | 447,228           | 382,234              | 285,652           |
| TOTAL                           | \$5,333,864       | \$7,509,533       | \$6,023,324          | \$7,950,772       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 26                | 26                | 26                   | 26                |
| Full Time Equivalents (FTEs)    | 24.20             | 24.20             | 24.20                | 24.20             |

### Summary of Key Funding/Service Issues

Major capital funding has been approved to equip the County's new Emergency Operating Center scheduled for completion in April 1997. Equipment includes many components not included in the construction contract which are essential to permit the facility to function as intended. In addition,

Emergency Medical Services, Emergency Management Assistance, and Emergency Preparedness grants and E 9-1-1 funds are being used to the maximum extent possible to augment capital funding.



**Definition of Program and Services**

To investigate deaths, counsel victims of crime, and conduct educational programs. Primary services include:

- ◆ provide crisis intervention, supportive counseling, and victim advocacy;
- ◆ educate school children and adults about the impact of domestic assaults, sexual assaults, and general crime; and provide educational programs which alert people to the warning signs of domestic abuse and the need to stop the violence;
- ◆ support the County's Medical Examiner in determining causes of death; and
- ◆ provide 24-hour emergency crisis intervention for victims of crime and domestic abuse.

**Program Objectives for FY 1997**

1. Increase the number of public presentations by 5% from the FY 1995-96 actual.
2. Provide death investigation and victim services training to law enforcement agencies.
3. Respond to 90% of all requests for emergency crisis intervention within 2 hours.

| PERFORMANCE MEASURES                                 | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| New people receiving assistance from Victim Services | 6,231             | n/a             | n/a                     | 6,300             | 6,500             |
| Average cases per month                              | 105               | -38%            | n/a                     | 133               | 110               |
| Public presentations                                 | 178               | +46%            | n/a                     | 150               | 187               |
| Autopsies conducted                                  | 828               | +2.5%           | 578                     | 862               | 865               |
| Percent of intervention within 2 hours               | n/a               | n/a             | n/a                     | n/a               | 90%               |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | \$84,293          | \$57,000          | \$57,079             | \$85,286          |
| User Fees/Charges               | 135,054           | 107,000           | 120,000              | 125,000           |
| Other                           | 63,687            | 40,318            | 49,435               | 23,710            |
| TOTAL                           | \$283,034         | \$204,318         | \$226,514            | \$233,996         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$1,878,246       | \$2,211,880       | \$2,069,028          | \$2,249,790       |
| Operating Expenses              | 844,572           | 979,674           | 1,026,630            | 1,138,102         |
| Capital Outlay                  | 13,475            | 40,739            | 40,720               | 40,003            |
| Debt Service                    | 1,303             | 3,444             | 3,444                | 3,444             |
| Non-Operating                   | -                 | 11,008            | -                    | 29,098            |
| TOTAL                           | \$2,737,596       | \$3,246,745       | \$3,139,822          | \$3,460,437       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 49                | 52                | 52                   | 52                |
| Full Time Equivalents (FTEs)    | 49.00             | 52.00             | 52.00                | 52.00             |

### Summary of Key Funding/Service Issues

#### **Medical Examiner's Office Contract Changes:**

An increase in cost for the Medical Examiner contract, the body removal contract, and the Sheriff's Office forensic laboratory is required.

**Fiscal Impact: \$154,000**



### Definition of Program and Services

To provide court ordered psychological evaluations, counsel clients, and provide residential counseling and services to youth and their families. Primary services include:

- ◆ combat juvenile delinquency through prevention programs aimed toward "at risk" youth and their families;
- ◆ provide psychological consultation and testimony for the 15th Judicial Circuit providing on-site residential care, preventive counseling, and therapeutic programs for "at risk" juveniles and their families;
- ◆ provide a pre-delinquent "at risk" outreach program consisting of in-home counseling, advocacy, and parent skills training; and
- ◆ educate adults about responsible parenting.

### Program Objectives for FY 1997

1. Manage caseload to exceed 250 cases per counselor annually.
2. Retain a 95% success rate for those youth completing a counseling or treatment program, who do not re-enter the Juvenile Justice System within two years.
3. Open twelve beds in the new Highridge Family Center by Spring 1997.

| PERFORMANCE MEASURES                             | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Clients assisted                                 | 8,189             | n/a             | n/a                     | 9,500             | 8,200             |
| Average monthly of cases per counselor           | 264               | n/a             | n/a                     | 250               | 265               |
| Psychological evaluations completed              | 465               | n/a             | n/a                     | 500               | 570               |
| Percent of applicants reduced from waiting lists | n/a               | n/a             | n/a                     | n/a               | 90%               |

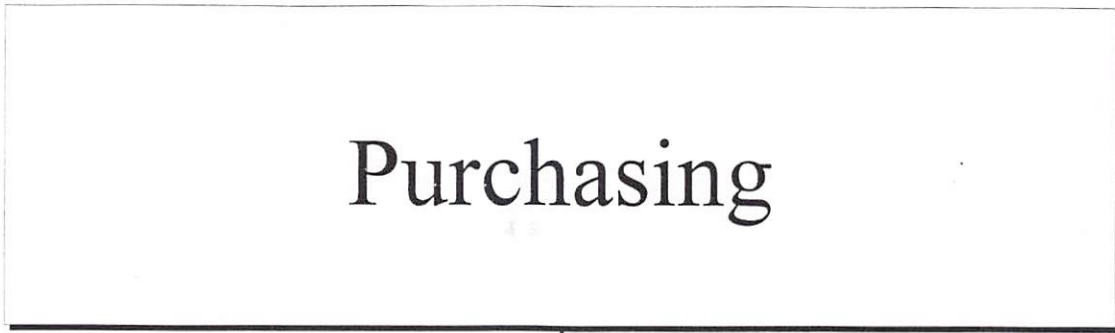
| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | \$20,849          | \$26,128          | \$26,128             | \$23,416          |
| User Fees/Charges               | 1,553             | 2,000             | 2,000                | 2,000             |
| Other                           | -                 | -                 | 2,712                | 2,712             |
| TOTAL                           | \$22,402          | \$28,128          | \$30,840             | \$28,128          |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$2,437,120       | \$2,773,487       | \$2,708,573          | \$3,013,774       |
| Operating Expenses              | 225,625           | 296,389           | 297,861              | 343,401           |
| Capital Outlay                  | 32,494            | 34,483            | 34,483               | 34,483            |
| TOTAL                           | \$2,695,239       | \$3,104,359       | \$3,040,917          | \$3,391,658       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 62                | 64                | 64                   | 68                |
| Full Time Equivalents (FTEs)    | 60.80             | 62.80             | 62.80                | 66.80             |

### Summary of Key Funding/Service Issues

A request has been approved in the FY 1996-97 budget for four new positions in order to open the fifth house at the new Highridge Family Center. This will cover 3 shifts daily for a 5 day week. Twelve more clients can be accommodated in the Spring of 1997.



# Purchasing



Purchasing

Warehouse/Stores

Purchasing

Warehouse/Stores





### Mission

To provide departments under the Board of County Commissioners with procurement services for all non-construction goods and services over \$1,000 in value, a warehousing function for small stores, and an internal courier and mail.

### Summary of Services/Facilities

The Purchasing Department serves all departments under the Board of County Commissioners. Procurement functions are centralized for all purchases over \$1,000 in value, with most departments having authority for field purchasing under \$1,000. Staff annually prepares and executes several hundred invitations for bid, approximately thirty requests for proposals, and about 8,000 quotes

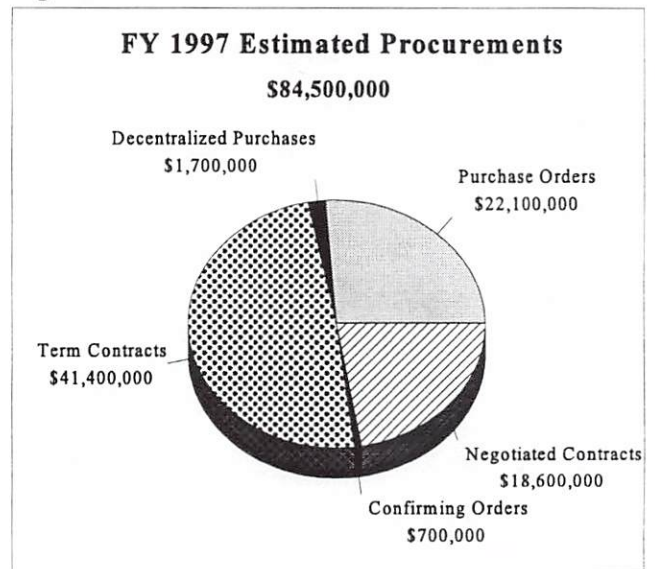
for procurement. Other services provided by the Department include managing a central warehouse function for common-use supplies, maintaining daily courier service to about seventy locations and operating mail rooms which handle about three million pieces of postal and interoffice mail annually.

### Trends and Issues

**Increasing use of automation:** In the past 18 months, the Purchasing Department has embarked in to the arena of automated purchasing by placing bid announcements and vendor registration information on the internet. This is the first step in a nation-wide trend which is ultimately targeted for electronic bid advertising and submission. As the County continues to advance into this field, impacts and/or issues may be anticipated in such diverse areas as legal contracting, M/WBE policy, and records retention.

**FY 1997 Procurements:** Total procurements for FY 1997 are expected to amount to approximately \$84.5 million. **Figure 1** identifies estimated procurements for FY 1997 by category.

Figure 1



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Charges               | \$15,250          | \$13,000          | \$11,400             | \$13,000          |
| Fines & Forfeitures             | -                 | -                 | 10,000               | 10,000            |
| Interdepartmental Charges       | 103,369           | 94,427            | 94,427               | 132,538           |
| Other                           | (3,412)           | -                 | -                    | -                 |
| TOTAL                           | \$115,207         | \$107,427         | \$115,827            | \$155,538         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$1,673,197       | \$1,792,687       | \$1,762,458          | \$1,880,634       |
| Operating Expenses              | 464,300           | 496,687           | 482,856              | 510,039           |
| Capital Outlay                  | 2,910             | 575               | 1,345                | 18,145            |
| TOTAL                           | \$2,140,407       | \$2,289,949       | \$2,246,659          | \$2,408,818       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 46                | 45                | 44                   | 44                |
| Full Time Equivalents (FTEs)    | 46.00             | 45.00             | 44.00                | 44.00             |



**Definition of Program and Services**

To provide procurement service and advice for all non-construction goods and services over \$500 in value. Primary services include:

- ◆ prepare and execute all forms of procurement from simple quotes to complex bids and proposals;
- ◆ monitor term contracts to assure that gaps in service do not occur;
- ◆ monitor decentralized purchasing activities to assure that policies and legal requirements are observed;
- ◆ review and authorize payment for departmental confirming orders, seeking higher authority approval when appropriate; and
- ◆ provide training, advice, and assistance on all procurement activities to departments.

**Program Objectives for FY 1997**

1. Renew/rebid 96% of term contracts without a gap in service.
2. Achieve a 3.85 average rating (on a 1 to 5 scale) for customer satisfaction.
3. Maintain an average 12 work days to process requisitions.

| PERFORMANCE MEASURES                                     | 1994-95<br>Actual | 5 Year<br>Trend* | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|------------------|-------------------------|-------------------|-------------------|
| Avg. work days to process requisitions                   | 11.7              | -21.5%           | n/a                     | 12.0              | 11.8              |
| % of purchase orders issued within 30 days               | 94%               | 10.5%            | n/a                     | 94%               | 95%               |
| % of overall M/WBE Goal                                  | 133%              | n/a              | n/a                     | 150%              | 150%              |
| % of protests upheld                                     | 5%                | n/a              | n/a                     | 3%                | 3%                |
| Customer satisfaction level                              | 3.72              | n/a              | n/a                     | 3.85              | 3.85              |
| Vendor satisfaction level                                | 3.84              | n/a              | n/a                     | 4.00              | 4.00              |
| % of renewal/rebid of term contracts without service gap | n/a               | n/a              | n/a                     | n/a               | 96%               |

\* This represents the change over 4 year period (data not available prior to this time).

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Users Fees/Charges              | \$15,250          | \$13,000          | \$11,400             | \$13,000          |
| Fines & Forfeitures             | -                 | -                 | 10,000               | 10,000            |
| Interdepartmental Charges       | 103,369           | 94,427            | 94,427               | 132,538           |
| TOTAL                           | \$118,619         | \$107,427         | \$115,827            | \$155,538         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$1,218,801       | \$1,285,251       | \$1,258,857          | \$1,345,210       |
| Operating Expenses              | 273,797           | 305,765           | 293,707              | 312,954           |
| Capital Outlay                  | 2,910             | 575               | 1,345                | 18,145            |
| TOTAL                           | \$1,495,508       | \$1,591,591       | \$1,553,909          | \$1,676,309       |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 31.00             | 31.00             | 29.00                | 29.00             |

### Summary of Key Funding/Service Issues

**Focus on Quality:** With the reduction in the quantity of requisitions due to decentralizing small purchases, Purchasing is focusing on improving the accuracy and timeliness of the more complex procurements. New RFP procedures are being considered, tracking of the regeneration of term contracts without gaps in service has been initiated, and increased requirements for departmental involvement and responsibility has been mandated. To meet this challenge to provide quality service, steps are being taken to enhance staff skills. Emphasis is being placed on training and professional certification of employees. Competitive salary surveys and a review of hiring qualifications have been initiated to increase the quality of new employees. The Department is in a major transition period from the earlier "assembly

line" approach, dictated by the mass of requirements, to that of the trained craftsman who will produce quality products for the customer.

**Increase of Internal Monitoring/Regulatory Role:** Historically, the Purchasing Department has been tasked with monitoring and approving departmental confirming orders (a.k.a. "emergency purchases"). In 1994, Purchasing assumed a monitoring/regulatory role for departments using the decentralized purchasing function. In FY 1996, Administration increasingly emphasized Purchasing's oversight role as a monitor and/or regulator of departmental use and prompt reissuance of term contracts, which, although an appropriate function, may impact customer satisfaction/relations.



**Definition of Program and Services**

To provide a warehouse facility for County Departments and deliver basic operating supplies quickly and at a reasonable cost. In the event of a declared emergency, the Central Warehouse acts as a distribution point for emergency supplies. The Stores Division also oversees the countywide mail courier service as well as the central mailroom within the Governmental Center Complex. Primary services include:

- ◆ process requisitions through the LGFS Inventory Control Subsystem and provide stock items to requesting departments;
- ◆ deliver interdepartmental and U.S. Mail to all departments under the Board of County Commissioners, Constitutional Officers, and other designated entities which require the transportation of correspondence to and from County offices; and
- ◆ provide a centralized shipping, receiving, and storage operation for County departments.

**Program Objectives for FY 1997**

1. Fill 90% of requisitions within 5 workdays.
2. Maintain inventory records to within 3% of the actual dollar value of the annual physical inventory.
3. Distribute an updated version of the Warehouse Catalog on computer diskette in WordPerfect format to all user departments.

| PERFORMANCE MEASURES   | 1994-95<br>Actual | 5 Year<br>Trend* | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|------------------|-------------------------|-------------------|-------------------|
| Requisitions processed   | 4,927             | n/a              | n/a                     | 4,800             | 5,040             |
| Line items processed   | 21,252            | n/a              | n/a                     | 22,500            | 23,600            |
| Line items filled within 5 work days                                       | 19,029            | n/a              | n/a                     | 20,250            | 21,200            |
| Annual inventory turns   | 4.12              | n/a              | n/a                     | 4.30              | 4.50              |
| Average daily volume of mail processed by the Governmental Center mailroom | 10,392            | n/a              | n/a                     | 10,900            | 11,300            |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other                           | \$(3,412)         | -                 | -                    | -                 |
| TOTAL                           | \$(3,412)         | -                 | -                    | -                 |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$454,396         | \$507,436         | \$503,601            | \$535,424         |
| Operating Expenses              | 190,503           | 190,922           | 189,149              | 197,085           |
| TOTAL                           | \$644,899         | \$698,358         | \$692,750            | \$732,509         |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 15.00             | 14.00             | 15.00                | 15.00             |

### **Summary of Key Funding/Service Issues**

**Response to Future Demands:** A major concern of the Warehouse/Mailroom operation is the ability to respond to future demands for services with current staffing. The volume of material shipped from the Warehouse has increased by 20% and there has been a significant increase in the volume

of mail handled at the Governmental Center Mailroom. As the County expands to the west, the delivery area and number of locations being served are also increasing. Without an increase in personnel it will be difficult to keep up with the future growth of County government.



# Risk Management

— **Property & Casualty**

— **Group Health Insurance**

— **Worker's Compensation**

— **Loss Control**

— **Occupational Health/  
Employee Assistance**

# Memorandum

1. Subject: [Illegible]  
2. Reference: [Illegible]  
3. Action: [Illegible]  
4. Date: [Illegible]



**Mission**

To coordinate all functions relating to the identification, analysis and control of exposures which threaten loss to the County through the management of various insurance programs and the implementation of various educational and training programs.

**Summary of Services/Facilities**

The Department is comprised of five major programs: Property and Casualty, Workers' Compensation, Employee Benefits, Loss Control and Occupational Health. Within these various programs, the Department manages claims involving Workers' Compensation, damage to County property and allegations of County liability. The Loss Control Section develops and implements comprehensive programs targeted to reduce accidents and comply with state and federal occupational health and safety laws. The

Occupational Health Clinic provides medical services for work related injuries and illnesses as well as health education and employee physical examinations. The Clinic's Employee Assistance Program assists troubled employees who have personal problems affecting their work performance. The Employee Benefits Section develops and administers health and life insurance and long-term disability programs to protect County employees and their families.

**Trends and Issues**

**Health Care Costs:** From 1993 - 1995 health care costs have increased at an annual average composite rate of 6.14% as measured by the Medical Component of the Consumer Price Index. County

costs for medical care increased only 2.2% during the same period. This was accomplished primarily through increased employee enrollment in managed care health plans.

**Significant Changes From Prior Year**

In recognition of the potential for large claims being awarded by the State Legislature, the County has purchased additional claims bill coverage providing the County with coverage above the sovereign

immunity amounts. At an annual cost of \$95,000, commercial coverage has been obtained to provide coverage for claims up to \$5 million. Prior to this increase, the coverage level was at \$1 million.

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Charges               | \$30,900          | \$24,414          | \$23,000             | \$30,000          |
| Other                           | 12,227,651        | 8,783,237         | 4,734,035            | 6,705,005         |
| Interfund Transfers             | -                 | -                 | 4,300,000            | -                 |
| Central Services Charges        | 21,657,297        | 21,410,607        | 21,210,611           | 25,040,500        |
| TOTAL                           | \$33,915,848      | \$30,218,258      | \$30,267,646         | \$31,775,505      |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$1,329,579       | \$1,376,510       | \$1,323,890          | \$1,455,861       |
| Operating Expenses              | 24,749,800        | 27,235,190        | 24,343,068           | 27,704,777        |
| Capital Outlay                  | 44,254            | 36,032            | 36,032               | 15,900            |
| Non-Operating                   | 8,970             | 1,570,526         | -                    | 2,598,967         |
| TOTAL                           | \$26,132,603      | \$30,218,258      | \$25,702,990         | \$31,775,505      |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 30                | 30                | 30                   | 30                |
| Full Time Equivalents (FTEs)    | 29.00             | 28.90             | 30.00                | 30.00             |



**Definition of Program and Services**

To ensure the County is adequately covered for losses and claims, and that claims are processed on a timely basis. Primary services include:

- ◆ review the County's potential loss exposure on an annual basis;
- ◆ make recommendations to the County Administrator regarding changes in the County's insurance coverage;
- ◆ assist other County Departments with respect to insurance issues;
- ◆ collect and process all necessary information from County departments and forward that information to the claims adjusters and processors; and
- ◆ attend mediation meetings in an effort to settle claims prior to trial.

**Program Objectives for FY 1997**

1. Process 95% of claims within 3 working days from the date all required documentation for processing is received.
2. Develop a quarterly status report on claims and expense activity.

| PERFORMANCE MEASURES                         | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| County damage claims against others          | 99                | n/a             | n/a                     | 100               | 100               |
| Claims processed                             | 595               | n/a             | n/a                     | 541               | 550               |
| % claims processed within three working days | 90%               | 0%              | 90%                     | 90%               | 95%               |
| Amount collected from County damage claims   | \$20,856          | n/a             | n/a                     | \$50,000          | \$50,000          |

| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Other                        | \$6,278,735    | \$3,224,907    | \$(1,428,371)     | \$1,249,579    |
| Interfund Transfers          | -              | -              | 4,300,000         | -              |
| Central Services Charges     | 1,581,953      | 3,260,000      | 3,200,000         | 5,400,000      |
| TOTAL                        | \$7,860,688    | \$6,484,907    | \$6,071,629       | \$6,649,579    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$135,747      | \$147,756      | \$144,827         | \$162,409      |
| Operating Expenses           | 5,213,824      | 6,167,696      | 5,460,150         | 6,366,915      |
| Capital Outlay               | 1,937          | 16,170         | 16,170            | 1,027          |
| Non-Operating                | -              | 250,000        | -                 | 182,997        |
| TOTAL                        | \$5,351,508    | \$6,581,622    | \$5,621,147       | \$6,713,348    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 3.53           | 3.52           | 3.65              | 3.65           |

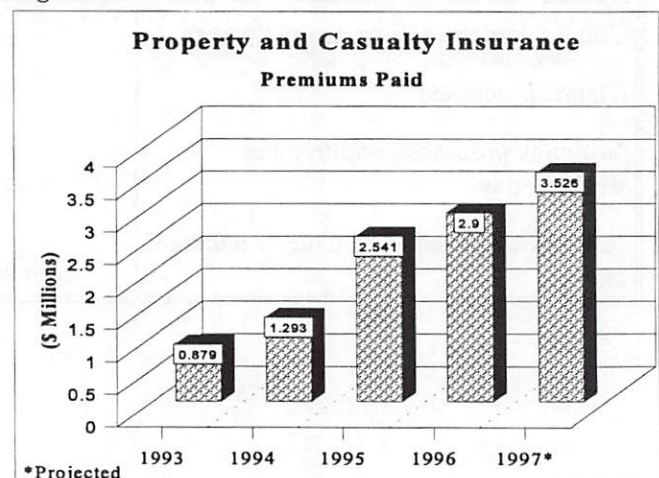
### Summary of Key Funding/Service Issues

**Casualty Insurance:** Casualty insurance costs for general fund departments will increase by approximately \$750,000 in FY 1997. This represents an increase in premiums of approximately 100% over the current year, which also doubled in comparison to FY 1995. The dramatic cost escalation is attributable to a reduction in reserve balances. In prior fiscal years, the casualty insurance fund had substantial unrestricted reserves which were used to offset the costs which would have otherwise been charged to departments. The fund operated at a deficit as actual expenditures exceeded revenues, and fund reserves were depleted over a number of years. Reserve balances are no longer available to subsidize premium rates.

**Lawsuit Settlements:** The unfavorable outcome of two recent lawsuits has had a substantial fiscal impact on Palm Beach County taxpayers. One lawsuit resulted in a settlement of \$3 million and another of over \$1 million, both of which were unanticipated costs funded in FY 1996 from the General Fund contingency reserve.

**Casualty Insurance Premiums:** The County maintains a \$2.6 million reserve for payment of the myriad of small damage claims experienced each year. The ratio of this Loss Fund to total loss experience has averaged only 55% in the period FY 1991 to FY 1994 (the most current year with all claims included). The County also maintains an insurance policy to pay claims which are in excess of the \$2.6 million reserve. This favorable financial status is a major factor in the County's ability to negotiate its casualty insurance rates.

Figure 1





**Definition of Program and Services**

To administer the County's various employee group health insurance plans in accordance with federal law and County policies. Primary services include:

- ◆ maintain active employee, retiree, COBRA and change information;
- ◆ act as liaison for County employees and the insurance carrier as needed in the resolution of problems or disputes;
- ◆ provide information to employees explaining plan benefits, available service providers, and claim procedures;
- ◆ verify and processes premium bills for payment; and
- ◆ expedite the payment of claims on behalf of service providers.

**Program Objectives for FY 1997**

1. Initiate a program for the distribution of information to employees explaining plan benefits, physician and hospital enrollments, and procedures.
2. Research and answer employee coverage and benefit disputes within three days.

| PERFORMANCE MEASURES                               | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Employee inquiries                                 | 14,300            | n/a             | n/a                     | 15,000            | 15,000            |
| Average number of days to settle coverage disputes | n/a               | n/a             | n/a                     | n/a               | 3                 |

| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$8,697        | \$10,000       | \$8,000           | \$10,000       |
| Other                        | 4,228,268      | 4,952,397      | 5,451,763         | 4,047,165      |
| Central Services Charges     | 12,244,400     | 10,033,000     | 10,289,161        | 10,834,500     |
| TOTAL                        | \$16,481,365   | \$14,995,397   | \$15,748,924      | \$14,891,665   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$154,652      | \$155,647      | \$154,473         | \$168,764      |
| Operating Expenses           | 11,057,598     | 13,711,139     | 11,796,046        | 12,917,477     |
| Capital Outlay               | 8,969          | 338            | 338               | 1,027          |
| Non-Operating                | (36)           | 1,224,959      | -                 | 1,868,166      |
| TOTAL                        | \$11,221,183   | \$15,092,083   | \$11,950,857      | \$14,955,434   |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 3.53           | 3.52           | 3.65              | 3.65           |

### Summary of Key Funding/Service Issues

**Bid Solicitation:** The County covers approximately 3,400 active employees in three different health insurance plans (see **Figure 2**). In FY 1997, the County will be soliciting bids on a new dental plan and a long-term disability plan.

**Health Insurance Costs:** **Figure 3** shows the trend in health care premium costs for the two most recent fiscal years and the estimated cost for the current year and FY 1997. FY 1994 employee health insurance costs were reduced from the prior year as a result of the County converting from a self-insurance plan to a purchased plan.

Figure 2

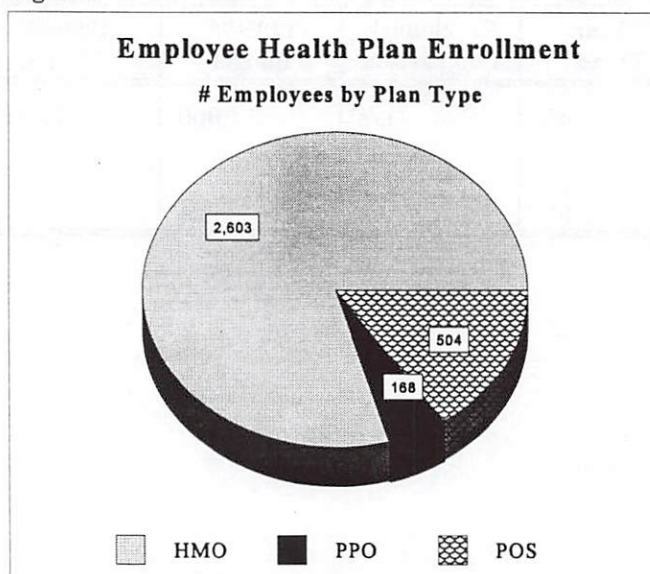
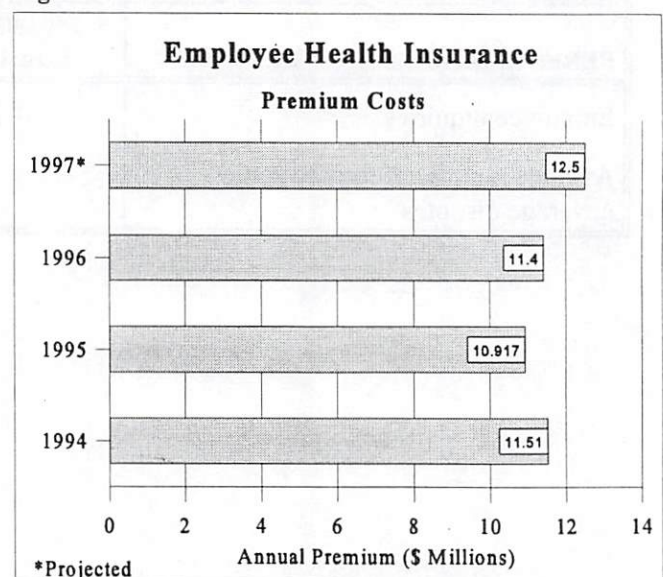


Figure 3





**Definition of Program and Services**

To administer the County's self-insured Workers Compensation Plan in accordance with the Florida Workers' Compensation Law (F.S.440). Primary services include:

- ◆ process all injury claims;
- ◆ investigate all accidents involving time lost on the job; and
- ◆ make payment of all authorized medical bills in accordance with the Florida Medical and Surgical Fee Schedule, or if unlisted, the CPT Schedule.

**Program Objectives for FY 1997**

1. Process all claims from medical providers within forty-five days, as required in F.S. 440.
2. Reduce medical costs by implementing a managed care program.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Average number of days to process claims from medical providers | 38                | n/a             | 45                      | 35                | 40                |
| New workers' compensation incidents                             | 1,192             | n/a             | n/a                     | 700               | 900               |
| Average lost time days per new case                             | 30.9              | n/a             | n/a                     | 30                | 30                |

| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| User Fees/Charges            | \$267             | -                 | -                    | -                 |
| Other                        | 1,720,225         | \$828,470         | \$1,463,151          | \$1,470,032       |
| Central Services Charges     | 7,830,944         | 8,117,607         | 7,721,450            | 8,806,000         |
| TOTAL                        | \$9,551,436       | \$8,946,077       | \$9,184,601          | \$10,276,032      |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$205,406         | \$231,147         | \$212,569            | \$213,554         |
| Operating Expenses           | 8,010,937         | 6,614,884         | 6,576,420            | 7,860,696         |
| Capital Outlay               | 6,736             | 7,768             | 7,768                | 1,422             |
| Non-Operating                | -                 | 95,567            | -                    | 547,804           |
| TOTAL                        | \$8,223,079       | \$6,949,366       | \$6,796,757          | \$8,623,476       |
| STAFFING                     |                   |                   |                      |                   |
| Full Time Equivalents (FTEs) | 4.73              | 4.72              | 4.90                 | 4.90              |

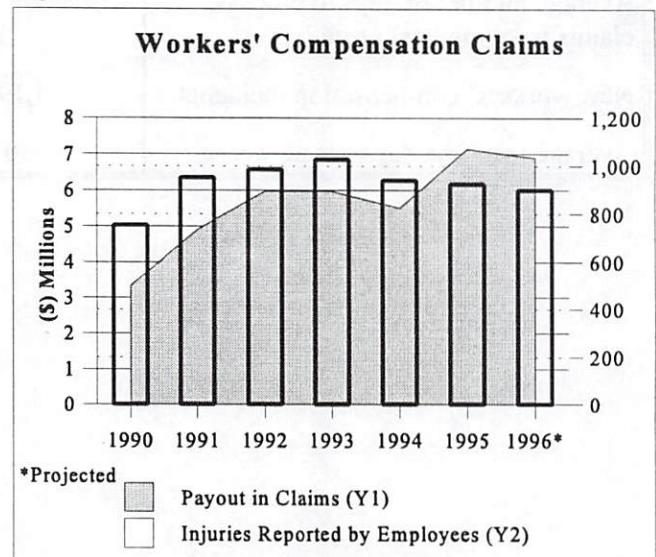
### Summary of Key Funding/Service Issues

**Managed Care:** Legislative reforms passed in 1993 require all Florida employers to take a managed care approach to workers' compensation. A managed care approach is multi-faceted, and includes a medical care coordinator (usually the primary care type physician), case management, a system designed to prevent inappropriate or excessive treatment, and a specialized provider network. The County will initiate an MCA during FY 1997. The purpose of this program is to achieve cost savings while maintaining quality of care.

**Claims Experience:** The Workers' Compensation fund accumulates assets and records expenditures associated with this liability. This is a self-funded and self-administered program, covering all County employees. Costs are recovered by charging all covered agencies and departments based on a formula that takes into consideration the employee

manual rates as published by the National Council on Compensation Insurance. Prior to FY 1997 the allocation of cost did not take into consideration any departmental claims experience rating. In FY 1998, the rates will be adjusted to factor in the historical experience rating, which for some departments may cause a material increase in cost.

Figure 4





**Definition of Program and Services**

To identify potential hazards in the workplace and recommend measures for preventing losses and insuring regulatory compliance. Program objectives are accomplished by performing safety audits and providing training courses. Findings and recommendations of safety audits are communicated to Department Managers and the County Administrator for corrective action.

**Program Objectives for FY 1997**

1. Provide Defensive Driving Training Courses to 830 employees.
2. Provide Medic First Aid Courses to 720 employees.
3. Provide Asbestos Awareness Training for 250 supervisors.
4. Provide Right-to-Know training to 250 supervisors.
5. Increase participant ranking marks of superior for training by 1%.

| PERFORMANCE MEASURES                                       | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Employees attending defensive driving courses              | 831               | n/a             | n/a                     | 800               | 830               |
| Employees attending Medic First Aid courses                | 506               | n/a             | n/a                     | 500               | 720               |
| Supervisors attending Asbestos Awareness training          | n/a               | n/a             | n/a                     | 200               | 250               |
| Supervisors attending Right-To-Know training               | 113               | n/a             | n/a                     | 178               | 250               |
| Percent of participants ranking training superior or above | 93%               | n/a             | n/a                     | 94%               | 95%               |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other                           | \$46              | \$(103,320)       | \$(349,379)          | \$(28,842)        |
| TOTAL                           | \$46              | \$(103,320)       | \$(349,379)          | \$(28,842)        |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$391,924         | \$392,982         | \$394,876            | \$431,103         |
| Operating Expenses              | 188,437           | 277,773           | 186,730              | 219,586           |
| Capital Outlay                  | 9,082             | 8,476             | 8,476                | 10,054            |
| TOTAL                           | \$589,443         | \$679,231         | \$590,082            | \$660,743         |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 7.06              | 7.03              | 7.30                 | 7.30              |

### Summary of Key Funding/Service Issues

**OSHA Changes:** Recent changes in Occupational Safety and Health Administration (OSHA) regulations mandate that most of the County's Buildings be surveyed for asbestos. Surveys are required every three years to determine the state and

condition of asbestos. Until the surveys are completed, the additional resources needed to bring the buildings into compliance cannot be determined. Survey results will also impact planning for future renovations.



**Definition of Program and Services**

To promote the health and safety of employees of the Board of County Commissioners and Constitutional Officers. Primary services include:

- ◆ conduct mandated (federal, state, and County) and non-mandated (personal health) medical surveillance;
- ◆ conduct post-offer, annual/periodic physicals for employees requiring hearing and respiratory protection, heavy metal screening and other high risk exposures;
- ◆ provide blood borne pathogen education/training programs and immunizations for tetanus, hepatitis B, rabies and skin testing for TB;
- ◆ manage all work related injuries/illnesses per FS 440 and provision of in-house treatment when possible;
- ◆ monitor personal injuries/illnesses for returning to work and process leaves of absence through FMLA; and
- ◆ provide supervisor/employee education programs in the areas of identification and referral of work performance problems, drug awareness education, stress management, smoking cessation and other health related topics.

**Program Objectives for FY 1997**

1. Increase medical surveillance and training as mandated by OSHA, NIOSH, ANSI, DOT and FS440 by 2% .
2. Hold four supervisor and employee training sessions.
3. Develop and implement an effective notification schedule for twelve departments.
4. Develop a treatment plan and monitor compliance for employees testing positive for substance abuse.

| PERFORMANCE MEASURES             | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|----------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Medical surveillance (employees) | 296               | n/a             | n/a                     | 320               | 326               |
| Supervisors trained              | 113               | n/a             | n/a                     | 120               | 125               |
| Educational & training programs  | 11                | n/a             | n/a                     | 11                | 11                |

| <b>FINANCIAL &amp;<br/>STAFFING SUMMARY</b> | <b>1994-95<br/>Actual</b> | <b>1995-96<br/>Budget</b> | <b>1995-96<br/>Estimated</b> | <b>1996-97<br/>Budget</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| <b>REVENUES GENERATED</b>                   |                           |                           |                              |                           |
| User Fees/Charges                           | \$21,936                  | \$14,414                  | \$15,000                     | \$20,000                  |
| Other                                       | 377                       | (119,217)                 | (403,129)                    | (32,929)                  |
| TOTAL                                       | \$22,313                  | \$(104,803)               | \$(388,129)                  | \$(12,929)                |
| <b>APPROPRIATIONS</b>                       |                           |                           |                              |                           |
| Personal Services                           | \$441,850                 | \$448,978                 | \$417,145                    | \$480,031                 |
| Operating Expenses                          | 279,004                   | 463,598                   | 323,722                      | 340,103                   |
| Capital Outlay                              | 17,530                    | 3,280                     | 3,280                        | 2,370                     |
| Non-Operating                               | 9,006                     | -                         | -                            | -                         |
| TOTAL                                       | \$747,390                 | \$915,856                 | \$744,147                    | \$822,504                 |
| <b>STAFFING</b>                             |                           |                           |                              |                           |
| Full Time Equivalents (FTEs)                | 10.15                     | 10.11                     | 10.50                        | 10.50                     |



# Tourist Development



```
graph TD; A[Tourist Development] --> B[Administration]; B --> C[Convention & Visitor's Bureau]; B --> D[Film & Television Commission]; B --> E[Sports Commission]; B --> F[Cultural Arts]; B --> G[Other Programs]; G --> H[4th Cent]; G --> I[Special Projects]; G --> J[Beach Renourishment]
```

## Administration

— **Convention & Visitor's Bureau**

— **Film & Television Commission**

— **Sports Commission**

— **Cultural Arts**

— **Other Programs**

— **4th Cent**

— **Special Projects**

— **Beach Renourishment**

# Forist Gavelpoint

Admission: 1.00

Forist Gavelpoint, 1.00

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### Mission

To promote the tourism industry in Palm Beach County and use tourism development tax dollars to generate the maximum return.

### Summary of Services/Facilities

The Tourist Development Council (TDC) oversees the functional operations of four organizations and two funding programs.. The four organizations are:

- Convention & Visitors Bureau
- Film & Television Commission
- Sports Commission
- Cultural Arts

The two funding programs are:

- 4th Cent (professional sports facilities and/or convention center) and
- Special Project Fund (tourism-related projects).

In addition, TDC funds are used to help fund the beach renourishment program in the Department of Environmental Resources Management.

### Trends and Issues

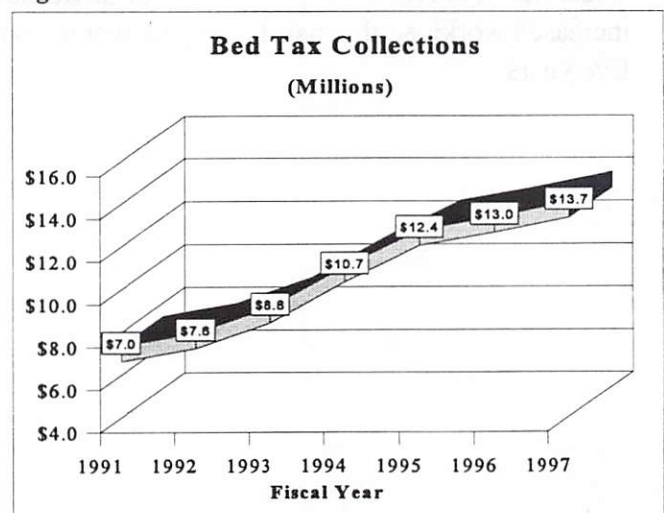
**Increased Tourism:** The trend of increased tourism is expected to continue in FY 1997. Year round occupancy rates in Palm Beach County hotels are at new highs. Absent any unforeseen events that would negatively impact tourism, an average growth rate of 5% per year is anticipated as a result of rate and/or volume increases.

**Ecotourism:** The TDC is currently gathering the information and resources necessary to implement an Eco-Tourism program in Palm Beach County.

**Capital Projects:** The County is anticipating moving forward with a spring training baseball stadium located in Jupiter, and will be considering recommendations for a convention center to be built with bed tax funds.

**Bed Tax Collections:** Local Option Bed Tax Collections have increased from \$7.0 million in FY 1991 to a projected \$13.65 million in FY 1997. A major contributor to this increase was the imposition of an additional one-cent tax effective in February 1994. Excluding the fourth cent increase, bed tax collections have increased an average of 4.8% during this period (see **Figure 1**).

Figure 1



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Tourist Development Taxes    | \$12,441,119   | \$12,830,667   | \$13,000,000      | \$13,650,000   |
| User Fees/Charges            | -              | -              | -                 | 75,000         |
| Interdepartmental Charges    | 105,000        | 105,000        | 146,293           | 105,000        |
| Other                        | 6,678,667      | 7,394,005      | 9,423,557         | 11,041,112     |
| TOTAL                        | \$19,224,786   | \$20,329,672   | \$22,569,850      | \$24,871,112   |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$321,107      | \$368,280      | \$405,934         | \$484,020      |
| Operating Expenses           | 8,467,303      | 10,313,456     | 9,520,183         | 11,102,357     |
| Capital Outlay               | 27,991         | 50,000         | 443,442           | 39,800         |
| Non-Operating                | 1,589,003      | 9,597,936      | 1,257,038         | 13,244,935     |
| TOTAL                        | \$10,405,404   | \$20,329,672   | \$11,626,597      | \$24,871,112   |
| STAFFING                     |                |                |                   |                |
| Positions                    | 7              | 7              | 8                 | 8              |
| Full Time Equivalents (FTEs) | 7.00           | 7.00           | 8.00              | 8.00           |

| PERFORMANCE MEASURES  | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|---|----------------|--------------|----------------------|----------------|----------------|
| Bed Tax Revenues  | \$12,441,120   | +4.8%        | 5% per year          | \$12,830,667   | \$13,650,000   |
| Note: 5-Year Trend represents average increase in base three cents tax. The fourth cent became effective February 1994. |                |              |                      |                |                |

### Significant Changes From Prior Year

**New Position:** The FY 1997 budget includes an additional position for TDC Administration. This is a secretarial/receptionist position to assist with the increased workload that has developed over the past five years.

**Film Office Seeking Privatization:** Early in FY 1997 the Film & Television Commission will be privatized. While this will be a significant change in the structure of the organization, it should not have a significant impact on the mission or programs of the Film & Television Commission Office.



**Definition of Program and Services**

To develop and implement marketing programs to increase visitation to Palm Beach County by individual tourists, groups and meetings, participants and other visitors from throughout the United States and internationally. This is accomplished through consumer and trade advertising and specific marketing programs directed to each segment of the marketplace.

**Program Objectives for FY 1997**

1. Increase occupied room nights by 100,000 and occupancy rate to 68%.
2. Increase advertising placement and frequency to generate 25,000 additional inquiries.
3. Increase the number of wholesalers who feature Palm Beach County from 334 to 391.
4. Increase the number of articles published featuring Palm Beach County from 700 to 945.

| PERFORMANCE MEASURES   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Forecast | 1996-97<br>Target |
|------------------------|-------------------|-----------------|-------------------------|---------------------|-------------------|
| Wholesalers            | 295               | +37%            | n/a                     | 334                 | 391               |
| Advertising inquiries  | 145,031           | +4.9%           | n/a                     | 150,000             | 175,000           |
| Average room occupancy | 65.4%             | +1.8%           | n/a                     | 67.4%               | 68.0%             |
| Occupied room nights   | 3,566,625         | +2.9%           | n/a                     | 3,628,000           | 3,728,332         |
| Articles published     | 460               | +47%            | n/a                     | 700                 | 945               |
| Press releases         | 29                | -5.3%           | n/a                     | 35                  | 48                |

| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Tourist Development Taxes    | \$4,991,105    | \$5,134,344    | \$5,151,760       | \$5,382,780    |
| User Fees/Charges            | -              | -              | -                 | 75,000         |
| Interdepartmental Charges    | 105,000        | 105,000        | 146,293           | 105,000        |
| Other                        | 2,948,185      | 1,929,376      | 2,987,671         | 1,956,786      |
| TOTAL                        | \$8,044,290    | \$7,168,720    | \$8,285,724       | \$7,519,566    |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$195,124      | \$196,893      | \$217,760         | \$245,898      |
| Operating Expenses           | 5,199,370      | 6,509,524      | 5,714,475         | 6,982,819      |
| Capital Outlay               | 23,127         | 40,500         | 434,300           | 27,500         |
| Non-Operating                | -              | 421,803        | -                 | 263,349        |
| TOTAL                        | \$5,417,621    | \$7,168,720    | \$6,366,535       | \$7,519,566    |
| STAFFING                     |                |                |                   |                |
| Positions                    | 3              | 3              | 4                 | 4              |
| Full Time Equivalents (FTEs) | 3.00           | 3.00           | 4.00              | 4.00           |

### Summary of Key Funding/Service Issues

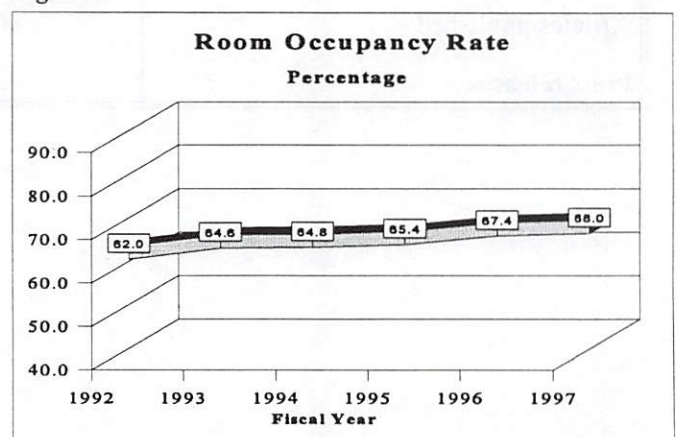
**Visitor Center:** The new visitor center located in Jupiter at I-95 and the turnpike is scheduled to be open by the first quarter of FY 1997. The center should attract visitors to Palm Beach County that might be heading for a destination in another part of Florida.

**Marketing Plan Additions:** Additions/enhancements to the marketing plan include a new region in the Great Lakes area; eleven new trade shows and sales missions in the Group area; development of new collateral material in press kit format for airport marketing; additional sales missions and trade shows internationally; and enhanced public relations.

**Convention Center:** Should a convention center be approved for Palm Beach County, the Convention and Visitors Bureau may use contingency advertising funds to start the initial marketing program for the center.

**Occupancy Rate:** As presented in Figure 2, the average occupancy rate has increased from 62.0% in FY 1992 to a projected 68% in FY 1997, or an average of 1.2 percent points each year. This has been accomplished through aggressive advertising, both to the consumer market and the groups/convention market via media placement, telephone solicitation, trade/consumer shows, and an aggressive public relations campaign.

Figure 2





**Definition of Program and Services**

To promote Palm Beach County as a film, television, photography and print industry location. Primary services include:

- ◆ enhance the local labor force through internships and institutional education; and
- ◆ increase industry contact through marketing via trade magazine advertising, cable television infomercials, sales missions, conferences and direct contact.

**Program Objectives for FY 1997**

1. Increase production in hotel room nights, industry employment, and production revenue by a minimum of 10%.
2. Increase producer inquiries by 10%.
3. Increase production activity (i.e. permits) by 10%.

| PERFORMANCE MEASURES              | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-----------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Hotel room nights                 | 8,955             | +13%            | n/a                     | 9,850             | 10,835            |
| Total dollar impact (millions)    | \$29.6            | +18%            | n/a                     | \$33.6            | \$37.0            |
| Permits issued                    | 93                | +29%            | n/a                     | 100               | 110               |
| Film & TV production inquiries    | 12,356            | +66%            | n/a                     | 13,591            | 14,950            |
| Producer packets assembled/mailed | 355               | n/a             | n/a                     | 275               | 302               |
| Individuals employed              | 6,044             | +8.9%           | n/a                     | 6,575             | 7,233             |

| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| Tourist Development Taxes    | \$200,389         | \$383,160         | \$384,460            | \$401,700         |
| Other                        | -                 | (23,158)          | 3,000                | 34,465            |
| TOTAL                        | \$200,389         | \$360,002         | \$387,460            | \$436,165         |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$125,983         | \$171,387         | \$188,174            | \$238,122         |
| Operating Expenses           | 72,852            | 153,014           | 144,994              | 171,998           |
| Capital Outlay               | 1,554             | 7,000             | 6,642                | 7,300             |
| Non-Operating                | -                 | 28,601            | -                    | 18,745            |
| TOTAL                        | \$200,389         | \$360,002         | \$339,810            | \$436,165         |
| STAFFING                     |                   |                   |                      |                   |
| Positions                    | 4                 | 4                 | 4                    | 4                 |
| Full Time Equivalents (FTEs) | 4.00              | 4.00              | 4.00                 | 4.00              |

### Summary of Key Funding/Service Issues

#### Privatization of Film & Television Commission:

Privatization will allow the flexibility to pursue additional sources of funding. This will be accomplished through sponsorships paid by individuals and organizations for participation in trade shows, sales missions, familiarization tours, and other tourism/film and television promotion events which showcase Palm Beach County as a film location. These promotional efforts will increase the number of hotel room nights for film and television projects, resulting in additional bed taxes.

#### Expansion of Services: "Quality of Service" is the

hallmark of the Film & Television Commission. The internship program will be expanded by doubling the number of participants accepted in the program. Staff will then have more time to devote to film and television projects, as well as serving clients seeking information. Increasing the number of interns will also boost the educational element by providing the opportunity for college students enrolled in a film program to acquire course credit

for the time spent in the internship. This should provide a well-trained crew base to boost the economy through the job market demand.

**Additional Issues:** The Film & Television Commission intends to 1) maintain a constant "TEAM FLORIDA" theme to make the State a major destination for film and television production; 2) assist in the development of a Bachelor's Degree Program in a Palm Beach County four year college or university; and 3) utilize the Burt Reynolds Institute for Theater Training (BRITT) for viewing dailies and special art and education films after the facility has completed the installation of film and video production equipment.

**Expanded Service:** The Film & Television Commission responds to inquiries from all corners of the globe. From production inquiries to the submission of films to be considered for the Palm Beach County International Film Festival, the Palm Beach County Film & Television Commission can truly be considered a "World Class Organization."



**Definition of Program and Services**

To attract sporting events to the County to provide a positive economic impact and promote the image of Palm Beach County both locally and on a national and international basis. Primary services include:

- ◆ attract, stimulate and promote sports entertainment events and activities in Palm Beach County;
- ◆ coordinate and sponsor/co-sponsor sporting events with private citizens and organizations;
- ◆ assist in obtaining maximum utilization of the County's owned and operated sports and entertainment facilities; and
- ◆ promote grassroots sports development for the citizens of Palm Beach County.

**Program Objectives for FY 1997**

1. Increase sports related room nights by 25%.
2. Conduct an educational seminar/FAM trip to recruit 2 new "bid" events/activities into Palm Beach County.
3. Increase national exposure from 14 to 16 events via Sports Commission hosted events.
4. Conduct 10 presentations to city/town councils, chambers, and private organizations through the Sports Commission Speakers Bureau program.
5. Establish two new revenue sources to secure \$20,000 in funding in order to be more proactive in bidding for events.

| PERFORMANCE MEASURES                        | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Room nights (events hosted) Note 1          | 136,575           | +49%            | n/a                     | 80,000            | 100,000           |
| Economic impact of events hosted (millions) | \$57.3            | +23%            | n/a                     | \$53.0            | \$55.5            |
| Bids submitted or assisted                  | 15                | +4.4%           | n/a                     | 16                | 16                |
| Bids awarded                                | 11                | +31%            | n/a                     | 9                 | 11                |
| Events-grant funded                         | 17                | +35%            | n/a                     | 21                | 25                |
| Events-assistance only                      | 21                | n/a             | n/a                     | 17                | 19                |
| National exposure events                    | 10                | +14%            | n/a                     | 14                | 16                |

Note 1: 1994-95 included Super Bowl and other non-funded events assisted by PBCSC.

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Tourist Development Taxes       | \$311,734         | \$478,950         | \$480,576            | \$502,125         |
| Other                           | 399,873           | 290,390           | 379,604              | 338,018           |
| TOTAL                           | \$711,607         | \$769,340         | \$860,180            | \$840,143         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$315,190         | \$471,223         | \$489,662            | \$574,626         |
| Capital Outlay                  | 3,310             | 2,500             | 2,500                | 5,000             |
| Non-Operating                   | 30,000            | 295,617           | 30,000               | 260,517           |
| TOTAL                           | \$348,500         | \$769,340         | \$522,162            | \$840,143         |

### Summary of Key Funding/Service Issues

**Development of Events in Palm Beach County:**

Increasing the number and/or size of events should increase the number of sporting event-related room nights by 25% to 100,000 and increase the overall economic impact by \$2.5 million. This can be accomplished by actively pursuing NCAA-type events, additional Sports Commission-funded events, conducting familiarization tours and seminars, and by informing national governing bodies about the viability of hosting events in Palm Beach County.

**Enhancement of Funding Sources:** The Commission will pursue additional funding from major corporations through various types of sponsorship funding including continuous promotion of the new "Friends of Youth" corporate membership, identification of funding available from major sports manufacturers through specific

grant programs; increasing membership through membership level updates and identifying new sources of membership including youth and local sports organizations, and restaurants. These programs should generate an additional \$20,000 in funding.

**Community Awareness:** Efforts will be made to raise awareness of the need to replace, maintain, and upgrade facilities and to provide general information about the Palm Beach County Sports Commission.

Presentations will be made to city/town councils, chambers, and private organizations to provide information about Sports Commission sponsored events and activities. As part of this program, information on the need for a sports arena will be disseminated.



**Definition of Program and Services**

To develop, coordinate, and promote the arts throughout Palm Beach County. Primary services include:

- ◆ promote new cultural leadership and development in Palm Beach County;
- ◆ develop strategic plans to increase financial support for arts and culture in Palm Beach County;
- ◆ establish mechanisms to ensure the provision and stabilization of adequate arts and cultural facilities;
- ◆ organize and expand audience development and marketing strategies for arts and culture in Palm Beach County;
- ◆ provide a means for access to cultural facilities for all residents and tourists of Palm Beach County;
- ◆ promote arts and cultural education to all residents of Palm Beach County, especially those of school age; and
- ◆ establish strategies designed to provide suitable working environments for artists and promote Art in Public Places.

**Program Objectives for FY 1997**

1. Complete a research project to determine community cultural development needs and identify sources of revenue to support community cultural development.
2. Develop a new brochure oriented to children.
3. Expand the number of artists and neighborhoods served through the Neighborhood Arts Residency Program from 12 to 15.

| PERFORMANCE MEASURES                      | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Trade shows attended                      | 13                | +6.8%           | n/a                     | 15                | 6                 |
| Airport performances                      | 38                | +1.0%           | n/a                     | 50                | 50                |
| Reimbursements processed                  | 182               | +8.5%           | n/a                     | 280               | 200               |
| Art in Public Places exhibits             | 46                | +19.0%          | n/a                     | 66                | 60                |
| Orgs./artists receiving direct assistance | 495               | n/a             | n/a                     | 300               | 300               |

| <b>FINANCIAL &amp;<br/>STAFFING SUMMARY</b> | <b>1994-95<br/>Actual</b> | <b>1995-96<br/>Budget</b> | <b>1995-96<br/>Estimated</b> | <b>1996-97<br/>Budget</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| <b>REVENUES GENERATED</b>                   |                           |                           |                              |                           |
| Tourist Development Taxes                   | \$2,273,178               | \$2,203,170               | \$2,210,643                  | \$2,309,775               |
| Other                                       | 946,671                   | 408,837                   | 721,840                      | 264,107                   |
| <b>TOTAL</b>                                | <b>\$3,219,849</b>        | <b>\$2,612,007</b>        | <b>\$2,932,483</b>           | <b>\$2,573,882</b>        |
| <b>APPROPRIATIONS</b>                       |                           |                           |                              |                           |
| Operating Expenses                          | \$2,317,581               | \$2,547,299               | \$2,611,061                  | \$2,486,707               |
| Non-Operating                               | 103,500                   | 64,708                    | -                            | 87,175                    |
| <b>TOTAL</b>                                | <b>\$2,421,081</b>        | <b>\$2,612,007</b>        | <b>\$2,611,061</b>           | <b>\$2,573,882</b>        |

### **Summary of Key Funding/Service Issues**

**FY 1997 Budget Summary:** The FY 1997 budget reflects an increase of 5% in current salary levels for 3.5 FTE employees funded through the Tourist Development Council contract with the Palm Beach County Cultural Council. The budget includes an increase of \$5,000 for printing costs due to the anticipated increased demand for collateral materials at the new visitors center in northern Palm Beach County. However, the Cultural Magazine,

formerly produced entirely by the Cultural Council, is now being outsourced and the budget reflects a savings of more than \$100,000 in costs associated with its production. The format of the collateral material will be enhanced in FY 1997. Outside professional services include the balance due to Profile Marketing, per a contract approved in FY 1996 for tourism marketing research. This project will be completed by May 15, 1997.



**Definition of Program and Services**

The Tourist Development Council also oversees two funding programs and one County related program as follows:

- ◆ 4th Cent (Professional sports facilities and/or convention center);
- ◆ Special Projects Fund for tourism related projects; and
- ◆ Beach Renourishment (administered by Environmental Resources Management).

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Tourist Development Taxes       | \$4,664,713       | \$4,631,043       | \$4,772,561          | \$5,053,620       |
| Other                           | 2,383,938         | 4,788,560         | 5,331,442            | 8,447,736         |
| TOTAL                           | \$7,048,651       | \$9,419,603       | \$10,104,003         | \$13,501,356      |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$562,310         | \$632,396         | \$559,991            | \$886,207         |
| Non-Operating                   | 1,455,503         | 8,787,207         | 1,227,038            | 12,615,149        |
| TOTAL                           | \$2,017,813       | \$9,419,603       | \$1,787,029          | \$13,501,356      |

**Summary of Key Funding/Service Issues**

**Fourth Cent:** The use of the fourth cent is restricted to 1) debt service on bonds issued to finance the construction, reconstruction, or renovation of professional sports franchise facilities and to pay for the planning and design costs of said facilities incurred prior to the issuance of such bonds; and 2) debt service on bonds issued to finance the construction, reconstruction, or renovation of a convention center.

During FY 1997, several significant issues will continue to be addressed regarding the use of the fourth cent. The County has committed in concept to building a \$25 million baseball stadium in Jupiter for use by the Montreal Expos and the St. Louis Cardinals, using approximately \$2.2 million per year from the 4th cent for the anticipated debt service. A scaled down version of the recommended \$60 million convention center put

forth by the Convention Center Task Force is being considered. This project has an estimated cost of \$40 million and is looking to the fourth cent for debt retirement, including any unspent or unallocated funds that have accrued to the fund. Two other projects, the Sports/Entertainment Arena costing approximately \$60 million and an Aquarium slated for Riviera Beach at around \$80 million are also being evaluated. The Sports Commission, whose Facilities Task Force is promoting the arena, has not asked for bed tax support. Under Florida Statutes, funding for an aquarium would not be an allowable use of the bed tax.

**Special Projects Fund:** The 1996 Film Festival should have been funded from revenues in this fund but, because the revenues were not available, the festival was paid for from other program revenues. When sufficient revenues are received, \$100,000

will be returned to the programs that funded the 1996 International Film Festival. A reserve of \$25,000 will be established, and any amount in excess of that will be returned to the organizations that funded the construction of the visitor center. The TDC has allocated \$125,000 to the Film Festival in FY 1997.

**Beach Improvement Program:** This program is to provide beach improvement, maintenance, renourishment, restoration, and erosion control, with an emphasis on dune restoration where possible. The program, which is administered by Environmental Resources Management, is allocated 14.4% of the first three cents of the bed tax. The FY 1997 capital budget for beach improvement totals \$9,745,378 and includes twenty restoration projects.

**FY 1997 Total Budget by Program:** The total FY 1997 budgets, including reserves, for the above programs are as follows:

|                       |              |
|-----------------------|--------------|
| • Fourth Cent         | \$11,658,366 |
| • Special Projects    | \$ 233,506   |
| • Beach Renourishment | \$ 1,609,484 |



# Water Utilities

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graph TD; A[Water Utilities] --> B[Operations & Maintenance]; A --> C[Utilities Engineering]; A --> D[Finance & Accounting]; B --> E[Potable Water]; B --> F[Wastewater]; C --> G[Customer Service];
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**Operations &  
Maintenance**

**Utilities  
Engineering**

**Finance &  
Accounting**

**Potable Water  
Wastewater**

**Customer  
Service**

**414 Positions**





### Mission

To provide customers with high quality drinking water and environmentally sound wastewater collection, and treatment and disposal service in the most cost-effective manner; to provide the highest levels of satisfaction with the quality and cost of service, as defined by customers, in all operational areas; to be the best utility in the State of Florida.

### Summary of Services/Facilities

The Water Utilities Department provides water and wastewater collection services to over 325,000 residents within 177 square miles of rapidly urbanizing, primarily unincorporated areas of Palm Beach County as well as several small cities. The Department's water transmission and distribution system includes nearly 700 miles of pipe, 400 miles of wastewater collection mains, 243 miles of force

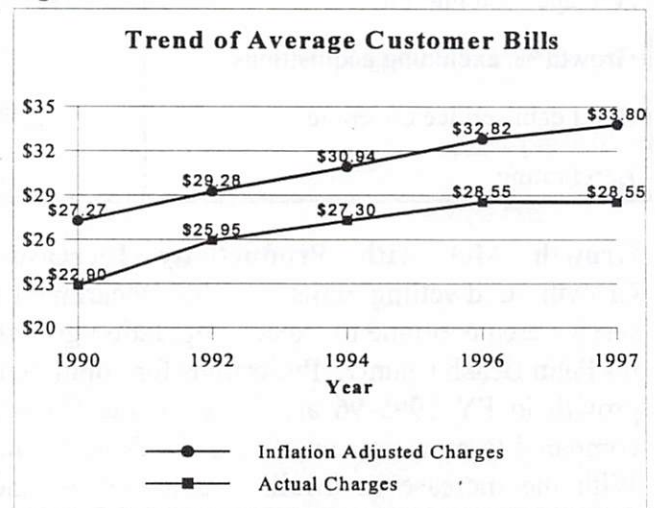
mains, over 600 pumping stations, sixty-four existing wells, and fourteen groundwater storage tanks. There are eight water and five wastewater treatment plants, and the Department owns and utilizes capacity in the East Central Region Wastewater Treatment Plant operated by the City of West Palm Beach.

### Trends and Issues

**No Increase in "Customer Online Rates":** As supported by the two-year rate structure approved by the Board, revenues from "Customers Online Rates" are projected to be sufficient for operations; therefore, no rate increase is proposed for FY 1996-97. The average customer's bill has remained less than the "inflation adjusted" rate since 1985. **Figure 1** is a comparison of actual online charges for an average customer's bill versus the inflation adjusted bill. The inflation adjusted bill is calculated by taking the 1985 bill (\$22.45) and increasing it for annual inflation over the twelve year period.

**15 Positions Eliminated:** Fifteen positions, primarily in the O&M Division, were eliminated due to the Department's productivity enhancement efforts. Projected savings are expected to exceed \$455,000. Other position reclassifications will increase productivity through reassignment to various automation projects.

Figure 1



### **\$529,000 Increase in Self Insurance Premiums:**

As a result of an analysis of the County's Property and Casualty Self Insurance Fund, Casualty Insurance has increased \$529,000 (from \$253,000 to \$782,000). This increase places additional pressures on maintaining or reducing operational costs.



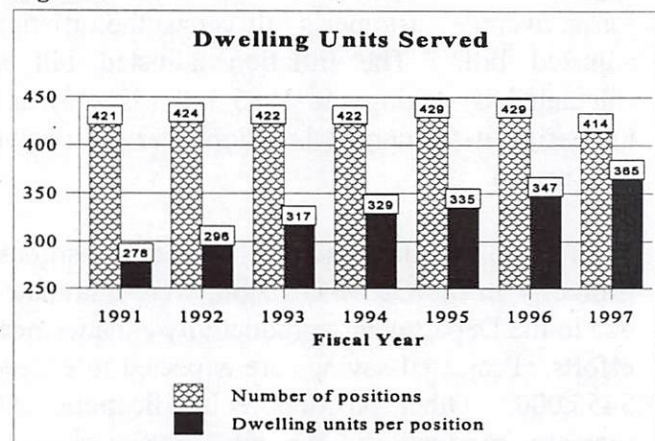
| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| User Fees/Charges            | \$49,310,076   | \$53,198,000   | \$53,380,000      | \$54,208,000   |
| Other                        | 83,611,567     | 65,006,285     | 146,538,000       | 58,772,761     |
| Interfund Transfers          | 68,073,891     | 63,776,139     | 107,857,676       | 74,627,456     |
| TOTAL                        | \$200,995,534  | \$181,980,424  | \$307,775,676     | \$187,608,217  |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$16,388,714   | \$18,350,554   | \$17,374,912      | \$18,691,790   |
| Operating Expenses           | 16,382,187     | 17,416,833     | 16,897,462        | 19,149,738     |
| Capital Outlay               | 20,881,510     | 58,302,100     | 57,333,600        | 37,122,600     |
| Debit Service                | 11,056,868     | 12,514,803     | 63,026,265        | 12,528,011     |
| Non-Operating                | 68,158,019     | 75,396,134     | 107,857,676       | 100,116,078    |
| TOTAL                        | \$132,867,298  | \$181,980,424  | \$262,489,915     | \$187,608,217  |
| STAFFING                     |                |                |                   |                |
| Positions                    | 429            | 429            | 414               | 414            |
| Full Time Equivalents (FTEs) | 427.75         | 427.75         | 412.75            | 412.75         |

| PERFORMANCE MEASURES             | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|----------------------------------|----------------|--------------|----------------------|----------------|----------------|
| Average customer bill            | \$27.30        | +10%         | \$35.60              | \$28.55        | \$28.55        |
| Growth %, excluding acquisitions | 3.4%           | +4%          | 2%                   | 3%             | 2%             |
| Bond debt service coverage       | 2.28x          | +23.1%       | 1.6x - 1.9x          | 2.18x          | 1.98x          |
| Bond rating                      | A1             | A1           | AA                   | AA             | AA             |

### Growth Met with Productivity Increases:

Growth in dwelling units for the Department's service area continue to exceed population growth for Palm Beach County. Projections for population growth in FY 1995-96 are 2.3% for the County compared to an estimated 4% for the Department. With the increase in dwelling units served and reduction in staffing, the overall productivity for the Department is projected to increase. **Figure 2** shows the number of dwelling units (DUs) served per employee and the number of positions for the last five years, including projected figures for FY 1995-96 and FY 1996-97.

Figure 2



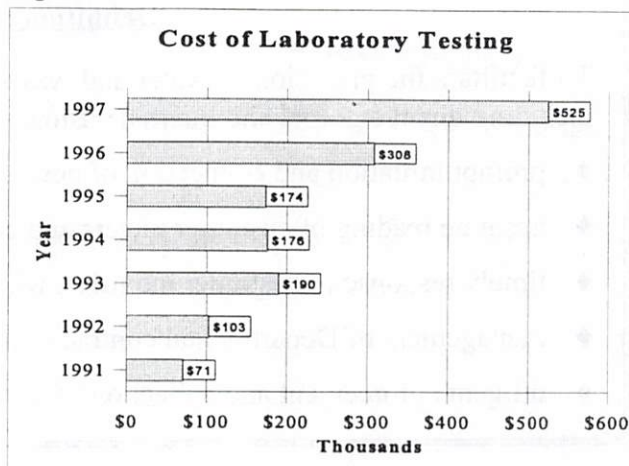
**Increased Regulatory Compliance Required:** Over recent years, the Department has experienced

an ever increasing demand for resources dedicated to regulatory compliance. This demand has



manifested itself through increased laboratory testing of services provided by the Department. **Figure 3** highlights the budgeted costs associated with the numerous federal and state regulations for laboratory testing since 1991. The Laboratory Testing Budget for FY 1996-97 includes an estimated \$232,000 for compliance with the new Information Collection Rule (ICR). Increased testing will be required for compliance with the amendment to the Safe Drinking Water Act as well.

Figure 3



### Significant Changes From Prior Year

New utility equipment to meet customer growth and comply with regulations will be needed in FY 1996-97. Additionally, an expanded computer network will be implemented to assist in productivity enhancements. **Fiscal Impact: \$1,570,500.**

**Definition of Program and Services**

To facilitate the provision of water and wastewater utility services for existing and potential customers, including direct external and internal customer assistance. Primary services include:

- ◆ prompt initiation and connection of new accounts;
- ◆ accurate reading of customer meters and calculation of related billings;
- ◆ timely response to customer inquiries, whether in person, by telephone, or through correspondence;
- ◆ management of Departmental contracts and agreements; and
- ◆ diligent enforcement and collection of all fees owed.

**Program Objectives for FY 1997**

1. Maintain estimate meter readings for online customers at less than 1%.
2. Respond to customer written inquiries within 3 working days.
3. Complete the acquisition of a customer information and billing system by March 31, 1997.
4. Collect at least 99.5% of billed online customer revenues.

| PERFORMANCE MEASURES   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Average time to respond to written customer inquiries (days) | 3                 | n/a             | 3                       | 3                 | 3                 |
| Percent of meters read as scheduled                          | 98%               | n/a             | 98%                     | 98%               | 98%               |
| Average meters read per meter reader                         | 400               | n/a             | 250                     | 400               | 400               |
| Write-offs as a percent of revenues                          | 0.6%              | n/a             | 0.5%-0.8%               | 0.5%              | 0.5%              |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Charges               | \$3,442,152       | \$4,450,845       | \$4,237,994          | \$4,217,898       |
| TOTAL                           | \$3,442,152       | \$4,450,845       | \$4,237,994          | \$4,217,898       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$2,341,020       | \$2,797,045       | \$2,530,084          | \$2,632,417       |
| Operating Expenses              | 1,024,592         | 1,380,700         | 1,304,810            | 1,077,081         |
| Capital Outlay                  | 76,540            | 273,100           | 403,100              | 508,400           |
| TOTAL                           | \$3,442,152       | \$4,450,845       | \$4,237,994          | \$4,217,898       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 70                | 70                | 70                   | 70                |
| Full Time Equivalents (FTEs)    | 69.35             | 69.35             | 69.35                | 69.35             |

#### Summary of Key Funding/Service Issues

The acquisition of the Customer Information and Billing system will increase the level of customer service provided to online customers, as well as increase the level of efficiency of the program.

**Definition of Program and Services**

This program ensures delivery of a high quality level of potable water to the Department's customers through its capital facilities and infrastructure. These functions assure the integrity of the distribution system and availability of potable water to meet future needs in accordance with standards established for the health and safety of the Department's customers. Primary services include:

- ◆ 24 hour, on demand availability of potable water service through various treatment technologies;
- ◆ system distribution and daily maintenance for the potable water service; and
- ◆ engineering services to develop and implement all capital facilities necessary to ensure adequate levels of potable water service.

**Program Objectives for FY 1997**

1. Complete improvements for System 3 Membrane Treatment facilities by December 31, 1996.
2. Reduce the percentage of unaccounted for water from the 5 year average of 12.6% to 11.0%.
3. Perform a statistically valid customer survey, by February 1997, of the Department's water quality.
4. Continue internal study of the water line maintenance and implement enhancements by March 1997.
5. Complete the upgrade of System 2 Water Treatment Plant from 10.5 million gallons per day (mgd) to 14.5 mgd and commence operations by September 30, 1997.

| PERFORMANCE MEASURES   | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Operating costs/1,000 gallons of water treated (1995 constant dollars) | \$1.22            | -1.0%           | n/a                     | \$1.23            | \$1.40            |
| Gallons of water treated per day (millions)                            | 32.4              | +8%             | n/a                     | 36.2              | 36.9              |
| Average water dwelling units served                                    | 145,854           | +5.5%           | n/a                     | 151,400           | 154,500           |
| Percent of water "unaccounted for"                                     | 11.8%             | -0.2%           | 10%-20%                 | 12%               | 11%               |
| Percent of water samples meeting federal and state standards           | n/a               | n/a             | 100%                    | 100%              | 100%              |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Charges               | \$18,347,170      | \$19,498,862      | \$19,656,802         | \$19,996,041      |
| Other                           | 33,444,627        | 27,752,428        | 58,396,804           | 25,727,869        |
| Interfund Transfers             | 27,229,556        | 25,510,456        | 43,143,070           | 29,850,982        |
| TOTAL                           | \$79,021,353      | \$72,761,746      | \$121,196,676        | \$75,574,892      |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$6,246,229       | \$7,035,118       | \$6,691,210          | \$7,297,934       |
| Operating Expenses              | 6,848,327         | 7,350,653         | 7,281,549            | 8,573,643         |
| Capital Outlay                  | 8,321,988         | 23,211,600        | 22,772,200           | 14,645,680        |
| Debit Service                   | 4,422,747         | 5,005,921         | 25,210,506           | 5,011,204         |
| Non-Operating                   | 27,263,208        | 30,158,454        | 43,143,070           | 40,046,431        |
| TOTAL                           | \$53,102,499      | \$72,761,746      | \$105,098,535        | \$75,574,892      |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 164               | 164               | 156                  | 156               |
| Full Time Equivalents (FTEs)    | 163.70            | 163.70            | 155.70               | 155.70            |

### Summary of Key Funding/Service Issues

During the first quarter of FY 1996-97, the System 3 Water Treatment (Membrane ) Plant will become operational with increased capacity. No additional personnel are required.

**Definition of Program and Services**

To ensure environmentally sound sanitary wastewater treatment and disposal through the facilities owned by the Department, as well as additional owned capacity at the East Central Region Plant, operated by the City of West Palm Beach. Primary services include:

- ◆ 24 hour, on demand availability of wastewater treatment and disposal;
- ◆ system collection and daily maintenance for the wastewater received; and
- ◆ engineering services to develop and implement all capital facilities necessary to ensure proper collection, treatment, and disposal of wastewater.

**Program Objectives for FY 1997**

1. Complete construction of the Phase II, additional 15 million gallons per day, improvement at the Southern Region Wastewater Treatment Facilities by December 31, 1996.
2. Eliminate approximately 40,000 gallons of inflow by September 30, 1997 through collection system improvements.
3. Discontinue operations at System 9 North and convert the facility to a repump station by December 31, 1996.
4. Complete the design of a project to install 2 mgd of additional reclaimed water filters at the Southern Region Wastewater Reclamation Facility and convert the System 3 Wastewater Treatment Plant to a reclaimed water storage and re-pump station by April 1997.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Operating costs/1,000 gallons of wastewater treated (1995 constant dollars) | \$1.43            | -1.7%           | n/a                     | \$1.45            | \$1.47            |
| Gallons of wastewater treated per day (millions)                            | 25.4              | +6.6%           | n/a                     | 26.1              | 26.7              |
| Average wastewater dwelling units served                                    | 140,248           | +5.0%           | n/a                     | 145,900           | 148,800           |
| Gravity sewer mains inspected and evaluated (measured in feet)              | 27,815            | n/a             | n/a                     | 28,000            | 28,000            |
| Gallons of inflow elimination per day                                       | 40,000            | n/a             | n/a                     | 50,000            | 50,000            |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Charges               | \$27,520,754      | \$29,248,293      | \$29,485,204         | \$29,994,061      |
| Other                           | 50,166,940        | 37,253,857        | 88,141,196           | 33,044,892        |
| Interfund Transfers             | 40,844,335        | 38,265,683        | 64,714,606           | 44,776,474        |
| TOTAL                           | \$118,532,029     | \$104,767,833     | \$182,341,006        | \$107,815,427     |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$7,801,465       | \$8,518,391       | \$8,153,618          | \$8,761,439       |
| Operating Expenses              | 8,509,268         | 8,685,480         | 8,311,103            | 9,499,014         |
| Capital Outlay                  | 12,482,982        | 34,817,400        | 34,158,300           | 21,968,520        |
| Debit Service                   | 6,634,121         | 7,508,882         | 37,815,759           | 7,516,807         |
| Non-Operating                   | 40,894,811        | 45,237,680        | 64,714,606           | 60,069,647        |
| TOTAL                           | \$76,322,647      | \$104,767,833     | \$153,153,386        | \$107,815,427     |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 195               | 195               | 188                  | 188               |
| Full Time Equivalents (FTEs)    | 194.70            | 194.70            | 187.70               | 187.70            |

### Summary of Key Funding/Service Issues

Phase II of the additional 15 mgd improvement to the Southern Regional Wastewater Treatment Facility is projected to become operational during the first quarter of FY 1996-97. No additional personnel are required.





| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED           |                   |                   |                      |                   |
| Grants                       | \$311,499         | \$180,348         | \$529,284            | \$168,789         |
| Fines & Forfeitures          | 63,828            | 65,000            | 65,000               | 68,000            |
| Other                        | 125,713           | 233,203           | 475,532              | 313,865           |
| TOTAL                        | \$501,040         | \$478,551         | \$1,069,816          | \$550,654         |
| APPROPRIATIONS               |                   |                   |                      |                   |
| Personal Services            | \$1,281,500       | \$1,641,541       | \$1,789,249          | \$1,882,027       |
| Operating Expenses           | 1,401,399         | 367,742           | 7,540,078            | 465,630           |
| Capital Outlay               | 331,520           | 98,102            | 145,728              | 18,101            |
| Non-Operating                | 128,507           | 6,854,316         | -                    | 7,352,872         |
| Debt Service                 | 4,038             | 7,200             | 5,229                | 8,964             |
| TOTAL                        | \$3,146,964       | \$8,968,901       | \$9,480,284          | \$9,727,594       |
| STAFFING                     |                   |                   |                      |                   |
| Positions                    | 32                | 40                | 41                   | 41                |
| Full Time Equivalents (FTEs) | 32.00             | 39.00             | 39.50                | 39.50             |

Included in this category are amounts budgeted for the following non-departmental agencies:

- Criminal Justice Commission
- Economic Development
- Office of Equal Opportunity
- Minority/Women Business Enterprise
- Housing Finance Authority





**Mission**

To provide staff, administrative, and support services to the Criminal Justice Commission, its task forces and committees. Primary services include:

- ▶ provide overall coordination and research law enforcement, courts, corrections and crime prevention efforts in the county;
- ▶ provide an efficient, cost effective and timely criminal justice system in the County;
- ▶ effect the reduction of crime in the County on a permanent basis; and
- ▶ identify areas of concern/resources/funds for Criminal Justice Commission priorities.

**Summary of Services/Facilities**

The Department provides the staff support to the Criminal Justice Commission (CJC). There are four positions, including an Executive Director, two Senior Criminal Justice Analysts and one Administrative Secretary. The Commission invites professionals from a range of disciplines to participate and currently over 250 people volunteer each year. The primary role of staff is to provide overall administrative and support services to the Commission, its many task forces, committees, councils and subcommittees.

The Commission was established under County Ordinance 88-16 in August 1988. It is composed of thirty-three members, including twenty-one representatives from the public sector (criminal justice agency heads) and twelve from the private

sector as delineated in the ordinance. The role of the Commission is to study all aspects of the criminal justice and crime prevention systems throughout the federal, state, county, municipal and private agencies within the County and to make recommendations to the Board of County Commissioners on policies and programs.

The Commission is comprised of two programs: Criminal Justice Commission Support Services and Weed and Seed. The CJC staff also administers grant programs. The Commission coordinates the Drug Control and System Improvement Formula Grant Program (Byrne Memorial Grant) and the federally funded Riviera Beach Weed and Seed Program.

**Trends and Issues**

**Annual Advance:** In January of each year, the Commission members meet and discuss issues facing the criminal justice system. Participants at the Advance include professionals from the health, education and social service fields, as well as government and criminal justice officials. From this discussion, priorities for the Commission to address during the upcoming year are established. The final

eight CJC priorities for 1996 are as follows:

- 1) Alternative Courts: Professionals recognize the need to relieve high caseloads and provide offenders with a more effective and timely resolution. This can be achieved through alternative programs to divert first time adult offenders charged with lesser crimes from the normal court process. It also



| FINANCIAL & STAFFING SUMMARY   | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|--|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED   |                   |                   |                      |                   |
| Grants   | \$311,499         | \$180,348         | \$529,284            | \$168,789         |
| Others   | -                 | -                 | 239,283              | 102,224           |
| TOTAL  | \$311,499         | \$180,348         | \$768,567            | \$271,013         |
| APPROPRIATIONS   |                   |                   |                      |                   |
| Personal Services  | \$350,731         | \$414,071         | \$549,159            | \$518,241         |
| Operating Expenses   | 254,641           | 55,824            | 347,988              | 60,574            |
| Capital Outlay   | 19,308            | 15,138            | 78,138               | -                 |
| Non-Operating  | 101,840           | -                 | -                    | -                 |
| Debt Service   | 4,038             | 7,200             | 5,229                | 8,964             |
| TOTAL  | \$730,558         | \$492,233         | \$980,514            | \$587,779         |
| STAFFING   |                   |                   |                      |                   |
| Positions  | 14                | 14                | 15                   | 15                |
| Full Time Equivalents (FTEs)   | 14.00             | 14.00             | 14.50                | 14.50             |
| *Above summary reflects consolidated budget and staffing of the Criminal Justice Commission and the Weed & Seed Program. |                   |                   |                      |                   |

includes the review of the quality and types of existing alternatives currently available.

2) Communications about Public Safety Issues: Public perception and fear of crime is often higher than the actual crime rate. In order to provide the public with a more realistic view, Commission members will provide information to the public on the status of crime and public safety in the County through the media.

3) Community/Problem Oriented Policing: This effort is to bring police closer to the communities they serve by creating open communication and assisting residents with problems.

4) Countywide Public Safety Communications: A barrier to effective and efficient public services in the County is the lack of a countywide radio system. Most public safety agencies/departments in the county cannot communicate with each other due to radio frequency and system incompatibilities. This is a serious public safety issue. The CJC will continue its efforts that began in 1994 to implement a countywide radio system.

5) Crime Prevention: Criminal justice, health, business, education, and social service professionals have teamed together to target specific crime prevention areas. These efforts include the distribution of the 1996 Crime Prevention Directory, implementation of the Graffiti Eradication Program, Auto Theft Prevention and Awareness Campaign, and the coordination of efforts to train officers in the Gang Resistance Education and Training Program.

6) Paper on Demand: This technology assisted process for electronically storing, transferring and receiving documents can have a significant impact on the efficiency of justice. The Clerk of the Court will provide staff for this project that will be coordinated through the CJC.

7) Palm Beach County Weed and Seed Program: This Program began in September 1993. The CJC applied and received a grant of \$2.25 million from the U.S. Department of Justice to fund the Program over a three-year period. It is comprised of four elements that guide its philosophy and operation: 1) Law Enforcement; 2) Community Police; 3)



Prevention, Early Intervention and Treatment; and 4) Neighborhood Revitalization. The first site for this program is Northwest Riviera Beach. It will be expanded to other sites throughout the County.

8) Youth Jobs Program: Pratt & Whitney has volunteered to spearhead this effort to create a true compact among the private and public sectors in the Northern part of the County. The "Compact" will focus on government and business leaders providing new job opportunities for youth.

**Delay in Implementation of CJIS:** The development of an integrated computer system will not be realized for two to three years. Currently, there is no central resource for storing and retrieving information in order to analyze countywide crime trends, court case management, correctional facility populations, and arrest and prosecution data. There is a need to develop a comprehensive offender-based tracking system and management reporting mechanism showing overall system performance and identifying areas in need of improvement.

**Legislative Implications:** The Commission is impacted by education, health/mental health, social services and criminal justice legislation. This impact is felt through the issues that are brought to the Commission to address. For example, proposed

cuts in federal block grants for welfare and job employment programs are expected to impact crime in the County. The Commission is participating in planning efforts to aid in minimizing the overall negative effect to the County.

**Agency Policy Implications:** The criminal justice system has many different components and a change in any one component effects the others. The Commission will aid in analyzing the impact and developing recommendations. For example, the State Attorney's Office has enacted a policy to prosecute violent juvenile offenders in adult court. This increases the number of cases in adult court, impacting the Clerk's Office, Judiciary, Department of Corrections, Sheriff's Office, Public Defender's Office, and law enforcement agencies.

**Crime:** Overall crime trends impact the Commission through the issues that arise from these trends. The Board of County Commissioners and other agencies make requests for review and recommendations on issues of concern. For example, when drive-by shootings and other violent crimes became a concern, the Commission responded by organizing a Multi-agency Violent Crimes Unit. The Commission was charged with facilitating its significant reduction.

**Definition of Program and Services**

To provide primary staff support to the Commission Justice Commission (CJC) and its task forces, councils, committees and subcommittees. Primary services include:

- ◆ arrange for the orderly scheduling of Commission, Task Forces and Committee business;
- ◆ coordinate, develop and review agenda items for meetings;
- ◆ provide staff support for special projects;
- ◆ monitor progress on the Commission's priority issues;
- ◆ coordinate, develop and implement comprehensive planning and policy development amongst criminal justice agents;
- ◆ administer and monitor the Weed & Seed Grant Program;
- ◆ administer the RFP process to completion of award of the Drug Control and System Improvement Formula Grant Program; and
- ◆ notify, review, assist and prepare grant applications and monitor contracts with outside agencies.

**Program Objectives for FY 1997**

1. Coordinate goal setting process with the CJC to identify target issues and priorities.
2. Complete projects and assignments as directed by the CJC and its task forces.
3. Implement a PC database for compiling criminal justice data by September 30, 1997.

| PERFORMANCE MEASURES                     | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|--|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Policies, programs or issued researched  | 100               | n/a             | n/a                     | 100               | 100               |
| Grant applications assisted/reviewed     | 10                | n/a             | n/a                     | 10                | 15                |
| Reports and research published           | 20                | n/a             | n/a                     | 25                | 30                |
| Legislative and policy requests rendered | 40                | n/a             | n/a                     | 40                | 50                |
| Meetings arranged/staffed                | 80                | n/a             | n/a                     | 80                | 80                |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | -                 | -                 | \$11,312             | -                 |
| TOTAL                           | -                 | -                 | \$11,312             | -                 |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$234,310         | \$249,431         | \$267,719            | \$269,278         |
| Operating Expenses              | 33,920            | 40,116            | 37,397               | 38,524            |
| Capital Outlay                  | 7,066             | 15,138            | 15,138               | -                 |
| Debt Service                    | 4,038             | 7,200             | 5,229                | 8,964             |
| TOTAL                           | \$279,334         | \$311,885         | \$325,483            | \$316,766         |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 4                 | 4                 | 5                    | 5                 |
| Full Time Equivalents (FTEs)    | 4.00              | 4.00              | 4.50                 | 4.50              |

### Summary of Key Funding/Service Issues

**Support Staff for CJC Administration:** The federal Senior Aide Program funds a part-time, twenty hour per week, support position that assists with clerical functions. The loss of funding for this program will have a negative impact on the operations of the Department.

**DCA Part-time Program Monitor:** A part-time monitor partly funded with a grant from the Department of Community Affairs is assisting the CJC in administration and program monitoring.

**Definition of Program and Services**

To provide for "weeding out" the criminal element in a neighborhood through aggressive and comprehensive law enforcement activities and then "seeding" the community with social, human, recreation opportunities and medical services, by coordinating delivery of services from various agencies. The current site of the program is Riviera Beach, a high crime, high risk, lower socio-economic area in Palm Beach County. Program services include:

- ◆ law enforcement;
- ◆ community policing;
- ◆ prevention, early intervention and treatment; and
- ◆ neighborhood revitalization.

**Program Objectives for FY 1997**

1. Coordinate a goal setting process with the Weed & Seed Steering Committee to identify target issues and Committee priorities
2. Identify and secure continuation program funding from federal, county and other local dollars.
3. Implement a database for prevention, intervention and treatment programs at the Safe Haven.

| PERFORMANCE MEASURES  | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Hours of services provided to residents                           | n/a               | n/a             | n/a                     | 350               | 400               |
| Community restoration projects assisted                           | n/a               | n/a             | n/a                     | 10                | 12                |
| Funds obtained for implementation - Weed and Seed program         | n/a               | n/a             | n/a                     | \$800,000         | \$1,000,000       |
| % of Dept. of Justice reports completed/submitted within deadline | n/a               | n/a             | n/a                     | 75%               | 100%              |
| Meetings staffed for the Weed and Seed Program                    | n/a               | n/a             | n/a                     | 40                | 40                |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | \$311,499         | \$180,348         | \$517,972            | \$168,789         |
| Other                           | -                 | -                 | 239,283              | 102,224           |
| TOTAL                           | \$311,499         | \$180,348         | \$757,255            | \$271,013         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$116,421         | \$164,640         | \$281,440            | \$248,963         |
| Operating Expenses              | 220,721           | 15,708            | 310,591              | 22,050            |
| Capital Outlay                  | 12,242            | -                 | 63,000               | -                 |
| Non-Operating                   | 101,840           | -                 | -                    | -                 |
| TOTAL                           | \$451,224         | \$180,348         | \$655,031            | \$271,013         |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 10                | 10                | 10                   | 10                |
| Full Time Equivalents (FTEs)    | 10.00             | 10.00             | 10.00                | 10.00             |

### Summary of Key Funding/Service Issues

**Commitment:** To accomplish the goals and objectives of the Program, consistent commitment must be established and maintained from city, County, and state agencies to ensure the implementation and longevity of the efforts.

**Staffing:** Recruiting qualified people for grant funded programs has been extremely difficult. Marketing strategies had to be modified.

**Data Collection:** An effective data collection system for the entire program is critical to measuring its effectiveness. The data collection process is labor intensive due to the lack of an integrated Criminal Justice Information System.

**Community Expectations:** The need to establish staffing and develop implementation and purchasing processes, created a two year lag between the initial "weeding" (9/93) and the "seeding" (9/95). Future implementation should coincide the "weeding" and "seeding" efforts.





### Mission

To stimulate economic growth in Palm Beach County by attracting new businesses and encouraging the expansion of existing businesses; thereby, creating employment opportunities, diversifying the local economy, and increasing the tax base by providing incentive grant programs and responding to community initiatives.

### Summary of Services/Facilities

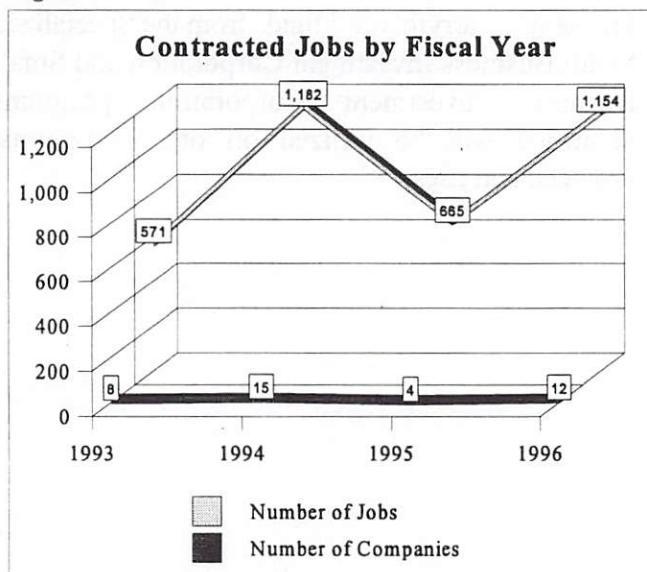
The Office of Economic Development manages, implements and monitors the County's Economic Development Program, coordinating requests for economic assistance and processing grant awards, including the Job Growth Incentive (JGI) Grant Program which supports companies that relocate or expand within the County. Eligible relocating or expansion costs for such items as training, fees,

infrastructure, leasehold improvements for an office or plant are reimbursed contingent on companies creating new full time jobs at or above County's average salary. The EDO maintains the County's Economic Development Business Plan which identifies the key programs and projects which are either countywide in scope or focus on targeted geographic areas.

### Trends and Issues

**New Jobs Contracted:** Since the JGI Program's inception in November 1993, a total of 31 companies have committed to creating a total of 3,001 new jobs in Board approved contracts, as shown in **Figure 1**.

Figure 1



**Carryforward Funding:** The FY 1997 budget includes new funding of \$1 million for economic development programs. Uncommitted funds from previous years and new grants available from state or federal sources will also provide funding for FY 1997. Where appropriate, funds will be reallocated among the programs. Specific program areas and estimated carry-over funding are listed in **Figure 2**.

Figure 2

| Carryforward Program Funding                | Amount             |
|---|--------------------|
| Job Growth Incentive Program                | \$962,897          |
| Specialized Small Business Investment Corp. | 1,000,000          |
| Small Business Investment Corporation       | 1,000,000          |
| Agricultural Incentive Program              | 250,194            |
| Film Industry Enhancement Program           | 323,000            |
| Incubator Program                           | 146,881            |
| Development Regions Incentive Program       | 198,000            |
| Other                                       | 182,704            |
| <b>Total</b>                                | <b>\$4,063,676</b> |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$162,036         | \$237,632         | \$287,227            | \$318,960         |
| Operating Expenses              | 950,745           | 17,821            | 6,901,275            | 57,268            |
| Capital Outlay                  | 307,582           | 9,000             | 8,610                | 3,000             |
| Non-Operating                   | 26,667            | 6,822,157         | -                    | 7,325,562         |
| TOTAL                           | \$1,447,030       | \$7,086,610       | \$7,197,112          | \$7,704,790       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 2                 | 5                 | 5                    | 5                 |
| Full Time Equivalents (FTEs)    | 2.00              | 5.00              | 5.00                 | 5.00              |

| PERFORMANCE MEASURES | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|----------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| New jobs / companies | 665/4             | n/a             | n/a                     | n/a               | 750/10            |

**Program Changes:** As the Economic Development Office enters its fourth year of existence, program changes are being implemented to focus on establishing and monitoring deliverables and performance outcomes. A specific change requires that jobs be maintained for a specified period. In

addition, applicant financial statements must be reviewed by an independent CPA firm. Additional reviews will be required to confirm contractual deliverables when a company seeks reimbursement for expenses incurred and again, to verify the maintenance of jobs for the required period.

### Significant Changes From Prior Year

**Suspension of New Funding:** New program funding of \$1 million is included in the FY 1996-97 budget. The economic development programs will also be funded with carryover funding and any new grants available from the state or federal government. It is estimated that approximately \$4 million in carryover funding will be available for

FY 1997. These funds will be dispersed for use by the following Countywide and Designated Area Programs. Carryforward funds from the Specialized Small Business Investment Corporation and Small Business Investment Corporation programs identified will be utilized on other programs, projects, and uses.



**Definition of Program and Services**

To provide economic development assistance to the entire County, not focusing on any one particular geographic area. The incentive programs offer grants to companies willing to relocate to Palm Beach County and to selected resident businesses considering expansion. Among the subprograms administered within this area are: Job Growth; Film & Television; Attractions; Black Business Investment Corporation; Enterprise Development Corporation; Marine, Agriculture and Horse Industries; Tech Prep; Junior Achievement; Small Business Assistance; and Economic Development Ad Valorem Tax Exemption. Primary services include:

- ◆ manage, implement, and monitor programs, and amend programs when appropriate;
- ◆ coordinate review, process applications, and prepare same for action by County Commission;
- ◆ provide assistance to the community regarding programs, and to applicants on filing required documentation; and
- ◆ respond to general requests for information, and improve public awareness and perception of programs.

**Program Objectives for FY 1997**

1. To award grants to a minimum of 13 businesses, either relocating (new) or expanding (existing), which will result in further diversification of the economic base and provide value-added full time jobs.

| PERFORMANCE MEASURES                                       | 1994-95<br>Actual  | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget   | 1996-97<br>Target  |
|--|--------------------|-----------------|-------------------------|---------------------|--------------------|
| Relocating / expanding companies                           | 2 Reloc.<br>2 Exp. | n/a             | 7 Reloc.<br>3 Exp.      | 10 Reloc.<br>3 Exp. | 8 Reloc.<br>5 Exp. |
| Job Growth Incentive Funds awarded                         | \$1,575,000        | n/a             | \$1,969,400             | \$2,010,550         | \$1,115,000        |
| Jobs contracted  | 665                | n/a             | 1,000                   | 1,154               | 500                |
| Average wage rate in relation to PBC<br>average (\$26,000) | \$28,250           | n/a             | \$26,000                | \$36,188            | \$31,000           |
| Average award per contracted job                           | \$2,368            | n/a             | \$1,970                 | \$2,009             | \$2,230            |

| <b>FINANCIAL &amp;<br/>STAFFING SUMMARY</b> | <b>1994-95<br/>Actual</b> | <b>1995-96<br/>Budget</b> | <b>1995-96<br/>Estimated</b> | <b>1996-97<br/>Budget</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| APPROPRIATIONS                              |                           |                           |                              |                           |
| Personal Services                           | \$129,876                 | \$204,969                 | \$220,598                    | \$227,507                 |
| Operating Expenses                          | 767,718                   | 17,150                    | 4,684,428                    | 48,721                    |
| Capital Outlay                              | 3,537                     | 9,000                     | 8,610                        | 3,000                     |
| Non-Operating                               | -                         | 6,822,157                 | -                            | 7,300,562                 |
| TOTAL                                       | \$901,131                 | \$7,053,276               | \$4,913,636                  | \$7,579,790               |
| STAFFING                                    |                           |                           |                              |                           |
| Positions                                   | 1                         | 3                         | 3                            | 3                         |
| Full Time Equivalents (FTEs)                | 1.00                      | 3.00                      | 3.00                         | 3.00                      |

### **Summary of Key Funding/Service Issues**

**Program Diversification:** Due to the curtailment of available funding, staff will have to be highly selective regarding which economic programs and projects it recommends for support. Last year, the Board indicated its support for targeting a portion of the funds in specific industry areas such as Film &

Television, Marine, and Attractions. The funding provided the Tech Prep Program will help develop the necessary curriculum for students and craftsmen who need special skills required by the workforce in the changing, high-tech film and marine industries.



**Definition of Program and Services**

To improve economic conditions in distressed and underdeveloped areas. This program serves as an inducement to persuade companies to locate or expand within the older, established inner-city localities situated along the coastal areas and in the Glades. The sub-programs include Development Regions Core and Competitive Grant Programs; Glades Marketing Program; and Incubator Programs in the north, central, south and Glades areas. Primary services include:

- ◆ manage, implement and monitor existing programs, and help formulate new economic programs;
- ◆ coordinate and process review of applications, and assist community action groups;
- ◆ provide information to program applicants; and identify other sources of funds and assistance; and
- ◆ work with community organizations such as redevelopment agencies, and utilize interlocal agreements.

**Program Objectives for FY 1997**

2. Award incentive grants to 20 applicants with sound proposals for economic revitalization of the County's Development Region and Enterprise Zone areas.
2. Create a minimum of 250 jobs which pay at or above the County average wage (\$26,000).
3. Achieve a 2:1 private-to-local match for County dollars expended.

| PERFORMANCE MEASURES                      | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|---|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Incubator/not-for-profit/other recipients | \$1,927,713       | n/a             | n/a                     | \$325,000         | \$1,690,000       |
| Incubator new small business creation     | n/a               | n/a             | n/a                     | 87                | 90                |
| Existing small businesses assisted        | n/a               | n/a             | n/a                     | 57                | 60                |
| Incubator job creation                    | n/a               | n/a             | n/a                     | 46                | 50                |
| Incubator job retention                   | n/a               | n/a             | n/a                     | 108               | 110               |
| Awards by designated areas:               |                   |                 |                         |                   |                   |
| Coastal                                   | \$725,833         | n/a             | n/a                     | \$247,500         | \$1,135,000       |
| Glades                                    | \$1,201,880       | n/a             | n/a                     | \$77,000          | \$555,000         |

| <b>FINANCIAL &amp;<br/>STAFFING SUMMARY</b> | <b>1994-95<br/>Actual</b> | <b>1995-96<br/>Budget</b> | <b>1995-96<br/>Estimated</b> | <b>1996-97<br/>Budget</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| APPROPRIATIONS                              |                           |                           |                              |                           |
| Personal Services                           | \$32,160                  | \$32,663                  | \$66,629                     | \$91,453                  |
| Operating Expenses                          | 183,027                   | 671                       | 2,216,847                    | 8,547                     |
| Capital Outlay                              | 304,045                   | -                         | -                            | -                         |
| Non-Operating                               | 26,667                    | -                         | -                            | 25,000                    |
| TOTAL                                       | \$545,899                 | \$33,334                  | \$2,283,476                  | \$125,000                 |
| STAFFING                                    |                           |                           |                              |                           |
| Positions                                   | 1                         | 2                         | 2                            | 2                         |
| Full Time Equivalents (FTEs)                | 1.00                      | 2.00                      | 2.00                         | 2.00                      |

### **Summary of Key Funding/Service Issues**

**Targeted Areas:** The geographic areas where funds are targeted are: six Development Regions (five coastal and one Glades); Enterprise Zone; Riviera Beach and Port waterfront redevelopment; and four Incubators serving particular areas of the County, with offices in Riviera Beach, West Palm Beach, Delray Beach, and Belle Glade.

**From Incubation to Self Sufficiency:** Staff will encourage grantees in the initial development stage to seek independent financial resources from community institutions. A recently implemented competitive application and review process will be used to screen applicants seeking a Development Regions grant.



### Mission

To promote a discrimination free quality of life for Palm Beach County residents through educating and advocating a policy of nondiscrimination and enforcing federal, state and local civil rights laws.

### Summary of Services/Facilities

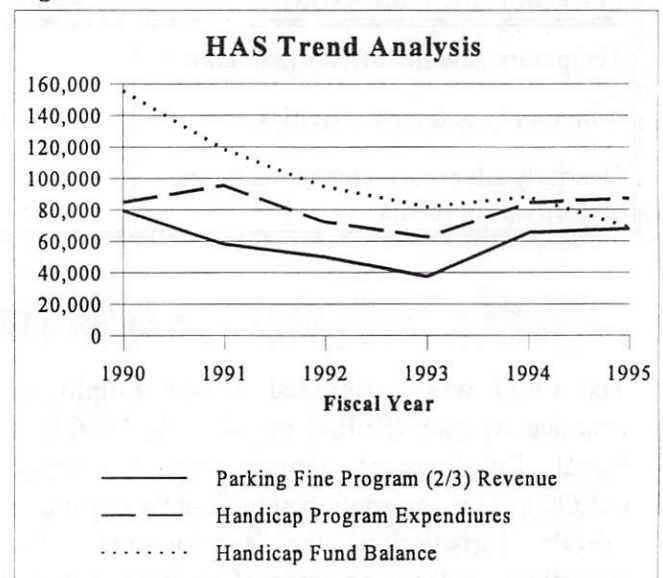
The Office of Equal Opportunity (OEO) serves an area of 2,268 square miles with a total population of 999,182. Services are provided from a central location with access to remote sites provided upon request. The OEO conducts human relations training; Americans with Disabilities Act (ADA),

equal employment and fair housing compliance investigations; and provides referral services. The OEO is also a federal equivalent agency and thereby provides regional access to federal civil rights enforcement agencies.

### Trends and Issues

**Dwindling Handicap Accessibility Section (HAS) Program Revenues/Fund Balance:** Over the past six years, revenues collected from Handicap Parking citations issued have decreased. To maintain the level of service provided by the HAS, the fund balance has been used to compensate for the reduction in revenue. In contrast, program expenditures have increased as shown in **Figure 1**. If the current trend continues, the gap between the revenues and expenditures will widen and the fund balance will be depleted. Alternate funding strategies to maintain the current level of services and grants provided are being explored.

Figure 1



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED           |                |                |                   |                |
| Fines & Forfeitures          | \$63,828       | \$65,000       | \$65,000          | \$68,000       |
| Other                        | 116,764        | 87,631         | 108,181           | 78,663         |
| TOTAL                        | \$180,592      | \$152,631      | \$173,181         | \$146,663      |
| APPROPRIATIONS               |                |                |                   |                |
| Personal Services            | \$463,806      | \$544,127      | \$526,835         | \$590,279      |
| Operating Expenses           | 99,045         | 141,036        | 140,464           | 158,085        |
| Capital Outlay               | 4,630          | 30,989         | 29,787            | 5,101          |
| Non-Operating                | -              | 32,159         | -                 | 27,310         |
| TOTAL                        | \$567,481      | \$748,311      | \$697,086         | \$780,775      |
| STAFFING                     |                |                |                   |                |
| Positions                    | 9              | 11             | 11                | 11             |
| Full Time Equivalents (FTEs) | 9.00           | 11.00          | 11.00             | 11.00          |

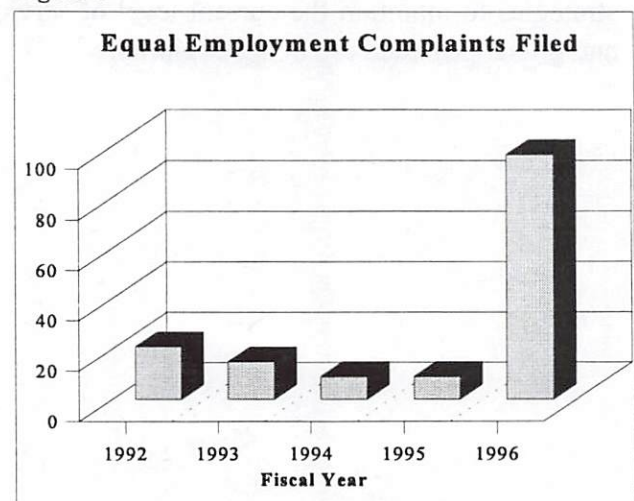
| PERFORMANCE MEASURES                                       | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|--|----------------|--------------|----------------------|----------------|----------------|
| Temporary satellite offices maintained                     | 2              | n/a          | n/a                  | 2              | 2              |
| Community outreach activities                              | n/a            | n/a          | n/a                  | 2              | 2              |
| Quarterly advertisements in major and minority print media | 1              | n/a          | n/a                  | 2              | 4              |

### Significant Changes From Prior Year

The OEO was designated a Fair Employment Practice Agency (FEPA) on May 10, 1996 by the Equal Employment Opportunity Commission (EEOC). The designation significantly expands the OEO's jurisdiction for employment charge investigation from an internal process within the County to countywide.

Figure 2 shows that the OEO's Complaint Charge Inventory has decreased over the past years. Due to the expansion in jurisdiction, the Charge Inventory is expected to substantially increase. As shown, the OEO anticipates a final inventory of charges at or above the 100 mark.

Figure 2





**Definition of Program and Services**

To conduct investigations of discrimination against employers with 15 or more employees, housing providers who own more than three units or advertise their properties, and places of public accommodations throughout the County. Primary services include:

- ◆ intake, investigatory and training activities; and
- ◆ conduct investigations of housing and employment discrimination.

**Program Objectives for FY 1997**

1. Gain federal equivalency with HUD by December 1996.
2. Complete the investigation of Fair Housing Complaints within 100 days of the filing date.
3. Complete the investigation of Equal Employment Complaints within 100 days of the filing date.

| PERFORMANCE MEASURES       | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|----------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Housing Investigations:    |                   |                 |                         |                   |                   |
| Complaints filed           | 22                | 32 (avg.)       | 31                      | 35                | 40                |
| Complaints processed       | 25                | 22 (avg.)       | 31                      | 35                | 40                |
| Employment Investigations: |                   |                 |                         |                   |                   |
| Complaints filed           | 9                 | n/a             | n/a                     | 100               | 100               |
| Complaints processed       | 9                 | n/a             | n/a                     | 100               | 100               |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$404,854         | \$485,120         | \$467,828            | \$529,570         |
| Operating Expenses              | 60,570            | 82,671            | 75,953               | 99,441            |
| Capital Outlay                  | 4,630             | 30,989            | 29,787               | 5,101             |
| TOTAL                           | \$470,054         | \$598,780         | \$573,568            | \$634,112         |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 8.00              | 10.00             | 10.00                | 10.00             |

### Summary of Key Funding/Service Issues

**Work Sharing Agreement with the EEOC:** The recent designation of the OEO as a FEPA included a Worksharing Agreement with the EEOC that requires the OEO to handle charges filed under federal law locally. The Worksharing Agreement requires the EEOC to defer up to 100 charges arising out of Palm Beach County back to the OEO

for local processing and investigation. This is a substantial increase in the workload of employment discrimination complaint investigation for the OEO. Through the execution of a Charge Resolution Contract the EEOC will pay the OEO \$51,200 this fiscal year to handle local employment discrimination charges.



**Definition of Program and Services**

To coordinate and monitor the HAS Awareness Grant Program. Primary services include:

- ◆ promote and protect the rights of disabled persons through referrals, surveys, and respond to action center requests; and
- ◆ disseminate information to increase awareness of physical, attitudinal, programmatic and service barriers in Palm Beach County.

**Program Objectives for FY 1997**

1. Conduct site visits within 10 days of citizens' complaints.
2. Issue a written report within 5 days after each site visit.
3. Set up display booths at 8 public events to disseminate information to approximately 8,000 people.

| PERFORMANCE MEASURES               | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| HAS grants to non-profit agencies  | 8                 | +14%            | 9                       | 8                 | 8                 |
| Citizen complaints handled         | 417               | +216%           | 227                     | 300               | 300               |
| Complaint investigation:           |                   |                 |                         |                   |                   |
| Average days to conduct site visit | n/a               | n/a             | n/a                     | n/a               | 10                |
| Average days to issue report       | n/a               | n/a             | n/a                     | n/a               | 5                 |
| Events with display booth          | n/a               | n/a             | n/a                     | 3                 | 8                 |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Fines & Forfeitures             | \$63,828          | \$65,000          | \$65,000             | \$68,000          |
| Other                           | 92,284            | 63,131            | 72,746               | 38,611            |
| TOTAL                           | \$156,112         | \$128,131         | \$137,746            | \$106,611         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$58,952          | \$59,007          | \$59,007             | \$60,709          |
| Operating Expenses              | 28,450            | 36,965            | 44,128               | 37,244            |
| Non-Operating                   | -                 | 32,159            | -                    | 8,658             |
| TOTAL                           | \$87,402          | \$128,131         | \$103,135            | \$106,611         |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 1.00              | 1.00              | 1.00                 | 1.00              |

#### Summary of Key Funding/Service Issues

**Handicap Parking Revenue Trend:** Revenues collected from Handicap Parking citations have consistently decreased over the past six years. It is expected that within the next two years there will not be sufficient revenue to fund the administrative operations of the Handicap Accessibility Section. If this trend continues, alternative funding will be

required. Several options have been explored, including the restructuring of the program. If the same level of service is to be maintained, the Department recommends that the Handicap Accessibility Coordinator position be funded by ad valorem dollars. Handicap Accessibility staff has historically been funded by the revenues collected.



**Definition of Program and Services**

To promote interracial and intercultural understanding among students attending Palm Beach County Schools. Primary services include:

- ◆ provide training in human relations, leadership and communication skills.

**Program Objectives for FY 1997**

1. Conduct six training sessions to increase interracial and intercultural understanding among Palm Beach County's diverse student population.
2. Obtain a rating of "good" or better by 90% of attendees.

| PERFORMANCE MEASURES                | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-------------------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| HR camps held - high school         | 2                 | n/a             | n/a                     | 2                 | 2                 |
| HR camps held - elem./middle school | 2                 | n/a             | n/a                     | 4                 | 4                 |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other                           | \$24,480          | \$24,500          | \$35,435             | \$40,052          |
| TOTAL                           | \$24,480          | \$24,500          | \$35,435             | \$40,052          |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$10,025          | \$21,400          | \$20,383             | \$21,400          |
| Non-Operating                   | -                 | -                 | -                    | 18,652            |
| TOTAL                           | \$10,025          | \$21,400          | \$20,383             | \$40,052          |

**Summary of Key Funding/Service Issues**

**Expansion of Human Relations Camp:** In FY 1995 the OEO expanded its Human Relations Camp Program to include middle and elementary School students. The expansion was funded by a grant from the Community Foundation of Palm Beach

and Martin Counties and has allowed the Human Relations Camp Program to expose younger students to sensitivity and tolerance training regarding interracial and intercultural understanding and awareness.



### Mission

To promote and facilitate the hiring of Minority and Women Owned Business Enterprises (M/WBE) in Palm Beach County by:

- ▶ responding to the needs of the M/WBE Community;
- ▶ creating greater opportunities for M/WBE participating in the economic development of the County;
- ▶ working to eliminate discriminatory conditions that contribute to disparity; and
- ▶ creating an environment that will encourage the growth and expansion of M/WBEs.

### Summary of Services/Facilities

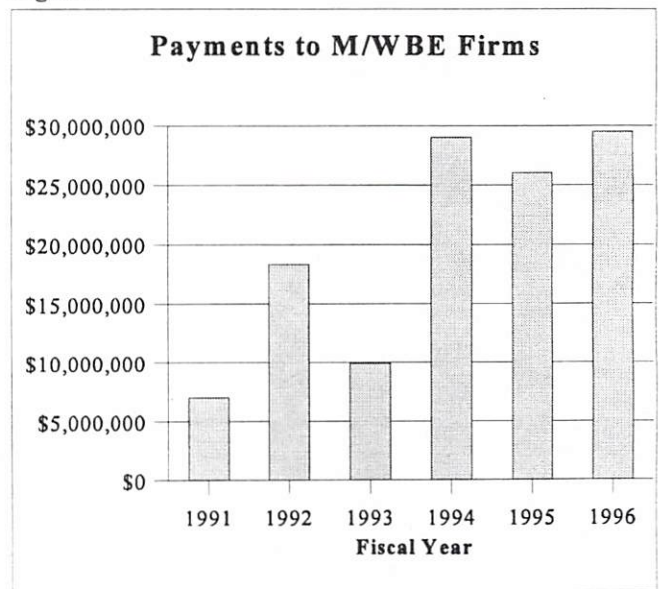
The M/WBE Office recruits and certifies minority and women owned firms. The recruitment process involves identifying qualified firms and assuring that these firms are aware of opportunities to bid on County contracts. The certification process assures that firms claiming to be owned and controlled by

minorities or women are, in fact, bona fide M/WBE businesses. For contracts awarded, the Office verifies that M/WBE firms were actually utilized on the job and paid for their work. Actual contract awards are tracked and reported to Administration and the Board of County Commissioners.

### Trends and Issues

**Minority and Female Participation in County Business:** The opposite graph (Figure 1) shows the annual expenditures for all procurement activity contracted with minority and women owned firms since FY 1990-91. As shown in Figure 1, the dollar value of M/WBE participation substantially increased in fiscal years 1994 and 1995. In FY 1996, M/WBE received approximately \$29.5 million in County contracts and other procurements.

Figure 1



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other                           | \$8,949           | \$10,000          | \$6,985              | \$13,920          |
| TOTAL                           | \$8,949           | \$10,000          | \$6,985              | \$13,920          |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$304,927         | \$339,909         | \$328,130            | \$356,649         |
| Operating Expenses              | 96,968            | 129,891           | 127,166              | 168,543           |
| Capital Outlay                  | -                 | 36,375            | 29,193               | 10,000            |
| TOTAL                           | \$401,895         | \$506,175         | \$484,489            | \$535,192         |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 7                 | 7                 | 7                    | 7                 |
| Full Time Equivalents (FTEs)    | 7.00              | 7.00              | 7.00                 | 7.00              |

### Significant Changes From Prior Year

**Supplemental Funding Increases:** Two supplemental items are funded in the FY 1997 budget as follows:

- re-write automated database system - \$60,000
- graphics and postage charge for newsletter - \$7,500



**Definition of Program and Services**

The primary clients of the Office are minority and women business owners seeking to do business with the County. Secondary clients are firms that subcontract with M/WBE firms. Primary services include:

- ◆ identify and recruit minority and women owned businesses;
- ◆ certify firms as minority or women owned;
- ◆ identify bid opportunities;
- ◆ establish M/WBE participation goals on bids and projects;
- ◆ educate M/WBE firms on how to bid and respond to requests for proposals;
- ◆ monitor the utilization of M/WBE firms by the County; and
- ◆ report M/WBE participation levels to the Board of County Commissioners.

**Program Objectives for FY 1997**

1. Award 14.8% of construction contracts to M/WBE firms.
2. Expend 7.12% of procurement contract funds with M/WBE firms.
3. Expend 11.1% of professional service contract funds with M/WBE firms.
4. Increase quarterly newsletter recipients from 1,500 to 2,500.
5. Conduct a minimum of six M/WBE participation audits on professional service contracts.
6. Conduct a minimum of six M/WBE participation audits on construction contracts.

| PERFORMANCE MEASURES   | 1994-95<br>Actual   | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget  | 1996-97<br>Target  |
|--|---------------------|-----------------|-------------------------|--------------------|--------------------|
| Value and % of M/WBE awards for construction projects          | \$13.93/m<br>14.86% | n/a<br>n/a      | n/a<br>n/a              | \$14.35m<br>14.80% | \$14.35m<br>14.80% |
| Value and % of M/WBE awards for procurement contracts          | \$6.78 m<br>9.29%   | n/a<br>n/a      | n/a<br>n/a              | \$6.98m<br>7.12%   | \$6.98m<br>7.12%   |
| Value and % of M/WBE awards for professional service contracts | \$6.30m<br>13.98%   | n/a<br>n/a      | n/a<br>n/a              | \$6.49m<br>11.10%  | \$6.49m<br>11.10%  |
| Newsletter recipients  | n/a                 | n/a             | n/a                     | 1,000              | 2,500              |
| Professional service audits                                    | n/a                 | n/a             | n/a                     | 6                  | 12                 |
| Construction audits  | n/a                 | n/a             | n/a                     | 6                  | 12                 |

**Summary of Key Funding/Service Issues**

**Operating Purchases:** A significant dollar value of goods and services are purchased through the operating budgets of County departments. With the expanded use of decentralized purchasing, it is the responsibility of each Department to assure that minority and women owned businesses receive a proportionate share of the business transacted through the operating budget. The M/WBE Office, in conjunction with the Purchasing Department, monitors purchasing trends in the operating budget.

**Expansion of Newsletter:** The quarterly newsletter distribution list is expected to be expanded from 1,500 to 2,500 recipients. Distribution of the newsletter will increase based on the document interest and newsworthiness of such agencies that include but are not limited to the National Association of Women Business Owners, National Association of Women in Construction, Women's Chamber of Commerce, Associated Builders and Contractors, Associated General contractors, Small Business Development Center, Minority Business Development Center, Hispanic Human Resources, Urban League, professionals and Palm Beach County's Public Affair listing.



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other                           | -                 | \$135,572         | \$121,083            | \$119,058         |
| TOTAL                           | -                 | \$135,572         | \$121,083            | \$119,058         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | -                 | \$105,802         | \$97,898             | \$97,898          |
| Operating Expenses              | -                 | 23,170            | 23,185               | 21,160            |
| Capital Outlay                  | -                 | 6,600             | -                    | -                 |
| TOTAL                           | -                 | \$135,572         | \$121,083            | \$119,058         |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | -                 | 2.00              | 2.00                 | 2.00              |

The Housing Finance Authority assists individuals in home ownership through the sale of tax free revenue bonds, and makes low interest mortgage monies available for single-family projects situated in Palm Beach County.

Palm Beach County is reimbursed by the Housing Finance Authority for all expenditures related to the program. The program budget was previously presented under the Department of Community Services.





| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Grants                | \$64,560          | \$136,322         | \$179,831            | \$130,000         |
| Fines & Forfeitures             | 305,854           | 160,000           | 166,728              | 170,000           |
| Other                           | 157,905           | 297,488           | 482,289              | 521,146           |
| TOTAL                           | \$528,319         | \$593,810         | \$828,848            | \$821,146         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$193,273         | \$292,200         | \$160,000            | \$203,700         |
| Operating Expenses              | 8,362,743         | 8,230,402         | 7,675,026            | 8,440,646         |
| Capital Outlay                  | 29,464            | 49,153            | 29,153               | 50,153            |
| Non-Operating                   | (11,766,910)      | 32,840,811        | (11,191,589)         | 30,103,909        |
| TOTAL                           | \$(3,181,430)     | \$41,412,566      | \$(3,327,410)        | \$38,798,408      |

Included in this category are County operating expenditures not assigned to specific departments. These include:

- General Government Expenses
- Non-Departmental Specific Reserves
- Redevelopment Agencies
- Drug Abuse Trust Fund
- Pollution Recovery Trust Fund
- Value Adjustment Board
- Other Non-Departmental Expenses

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other                           | -                 | -                 | \$45,191             | -                 |
| TOTAL                           | -                 | -                 | \$45,191             | -                 |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$105,570         | \$200,000         | \$70,000             | \$125,000         |
| Operating Expenses              | 4,501,159         | 4,226,452         | 4,079,957            | 4,453,189         |
| Capital Outlay                  | 3,000             | -                 | -                    | 1,000             |
| Non-Operating                   | (11,811,910)      | (13,097,103)      | (11,643,666)         | (11,497,000)      |
| TOTAL                           | (\$7,202,181)     | (\$8,670,651)     | (\$7,493,709)        | (\$6,917,811)     |

This budget provides for certain administrative expenses of the County. Costs for FY 1996-97 in this budget are as follows:

|                                  |                              |
|----------------------------------|------------------------------|
| Waste Disposal                   | \$ 349,000                   |
| Unemployment Compensation        | 125,000                      |
| Audit Services                   | 451,000                      |
| Utilities/Electric               | 2,200,000                    |
| Utilities/Water                  | 270,000                      |
| Rent-Parking Lots                | 158,081                      |
| Advertising                      | 70,000                       |
| Treasure Coast Planning Council  | 317,725                      |
| Moving Expense - County Property | 100,000                      |
| Other Contractual Services       | 155,000                      |
| Other                            | 386,383                      |
| Charge-Offs                      | <u>(11,500,000)</u>          |
| Total                            | <u><u>\$( 6,917,811)</u></u> |



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Non-Operating                   | -                 | \$45,490,426      | -                    | \$40,919,763      |
| TOTAL                           | -                 | \$45,490,426      | -                    | \$40,919,763      |

Included in this category are various operating reserves that are not related to a any specific department. Following is a listing of these reserves and the amounts budgeted for 1996-97.

|  | <u>1995-96<br/>Budget</u> | <u>1996-97<br/>Budget</u> |
|--|---------------------------|---------------------------|
| General Fund -                             |                           |                           |
| Reserve for Contingency                    | \$ 6,085,750              | \$ 6,446,714              |
| Reserve for Disaster Funds                 | 200,000                   | 200,000                   |
| Reserve for Balance Brought Forward        | 8,000,000                 | 8,000,000                 |
| Reserve for Insurance Claims               | 100,000                   | 100,000                   |
| Reserve for Tax Stabilization              | 10,000,000                | 0                         |
| Reserve for Beach Restoration              | 600,000                   | 0                         |
| Pollution Recovery Trust Fund              | 367,119                   | 570,888                   |
| Fine & Forfeiture Fund -                   |                           |                           |
| Reserve for Contingency                    | 337,843                   | 246,707                   |
| Reserve for Balance Brought Forward        | 10,000,000                | 10,000,000                |
| Reserve for Sheriff                        | 1,060,548                 | 3,478,840                 |
| Mass Transportation Trust Fund             | 7,329,031                 | 9,280,593                 |
| Bond Waiver Fund                           | 139,217                   | 178,497                   |
| South Lake Worth Inlet                     | 0                         | 121,500                   |
| Intergovernmental Radio Communication Fund | <u>1,270,918</u>          | <u>2,278,024</u>          |
| Total                                      | <u>\$45,490,426</u>       | <u>\$40,919,763</u>       |

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$1,691,357       | \$1,899,000       | \$1,755,059          | \$2,007,000       |
| TOTAL                           | \$1,691,357       | \$1,899,000       | \$1,755,059          | \$2,007,000       |

Upon adoption of a Community Redevelopment Plan, pursuant to chapter 163.387, Florida Statutes, the real property assessment level within the boundaries of the district is frozen for all taxing entities except the School Board, Health Care Taxing District, and Children's Services Council. Beginning with the next tax year, all taxing entities within the boundaries are required to appropriate an amount equal to the difference between taxes generated upon the total assessed value and the taxes on the frozen "Base Year" assessed value. Funds are to be used by the agency for community redevelopment.

The following amounts are budgeted for 1996-97:

|   |                    |
|---|--------------------|
| Boca Raton Redevelopment Agency               | \$ 550,000         |
| Boynton Beach Redevelopment Agency            | 62,000             |
| Delray Beach Redevelopment Agency             | 330,000            |
| Riviera Beach Redevelopment Agency            | 134,000            |
| West Palm Beach Redevelopment Agency          | 784,000            |
| Westgate/Belvedere Homes Redevelopment Agency | 134,000            |
| Lake Worth CRA                                | 0                  |
| Northwood/Pleasant City CRA                   | <u>13,000</u>      |
| Total   | <u>\$2,007,000</u> |

In addition to the above amount paid from the General Fund, Fire-Rescue has budgeted \$80,000 for the Westgate/Belvedere Homes Redevelopment Agency.



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Fines & Forfeitures             | \$74,440          | \$75,000          | \$75,000             | \$75,000          |
| Other                           | 5,218             | 5,369             | 34,958               | 35,258            |
| TOTAL                           | \$79,658          | \$80,369          | \$109,958            | \$110,258         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Non-Operating                   | \$45,000          | \$80,369          | \$109,958            | \$110,258         |
| TOTAL                           | \$45,000          | \$80,369          | \$109,958            | \$110,258         |

For any fine imposed by law for any criminal offense, Florida Statutes Chapter 893.16 authorizes the courts to impose an additional fine in an amount up to the fine authorized for the offense. This additional fine is required to be used for the purpose of providing assistance grants to drug abuse treatment or education programs.

The Palm Beach County Drug Abuse Trust Fund was established on March 7, 1989 by resolution R-89-404 for the purpose of receiving these fines and disbursing assistance grants. Administrative responsibility for the fund was transferred to the Criminal Justice Commission on March 3, 1992.

Since May 4, 1993, the BCC has committed the use these funds toward the treatment component of the Civil Drug Court and Criminal Pretrial Intervention Program.

Through the CJC, the State Attorney has committed to assessing \$50 for misdemeanors and \$100 for felonies in plea agreements, which will be split between the Cost of Prosecution and the Drug Trust Funds.

| <b>FINANCIAL &amp;<br/>STAFFING SUMMARY</b> | <b>1994-95<br/>Actual</b> | <b>1995-96<br/>Budget</b> | <b>1995-96<br/>Estimated</b> | <b>1996-97<br/>Budget</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| REVENUES GENERATED                          |                           |                           |                              |                           |
| Fines & Forfeitures                         | \$224,201                 | \$75,000                  | \$80,000                     | \$85,000                  |
| Other                                       | 152,687                   | 292,119                   | 400,888                      | 485,888                   |
| TOTAL                                       | \$376,888                 | \$367,119                 | \$480,888                    | \$570,888                 |
| APPROPRIATIONS                              |                           |                           |                              |                           |
| Non-Operating                               | -                         | \$367,119                 | \$342,119                    | \$570,888                 |
| TOTAL                                       | -                         | \$367,119                 | \$342,119                    | \$570,888                 |

The Pollution Recovery Trust Fund was created to collect fines and penalties levied for violations of environmental laws. Appropriations from this fund are designated for the enhancement of the environmental resources and pollution control activities of Palm Beach County and not for general operations and maintenance.



| <b>FINANCIAL &amp;<br/>STAFFING SUMMARY</b> | <b>1994-95<br/>Actual</b> | <b>1995-96<br/>Budget</b> | <b>1995-96<br/>Estimated</b> | <b>1996-97<br/>Budget</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| REVENUES GENERATED                          |                           |                           |                              |                           |
| User Fees/Charges                           | \$64,560                  | \$136,322                 | \$179,831                    | \$130,000                 |
| TOTAL                                       | \$64,560                  | \$136,322                 | \$179,831                    | \$130,000                 |
| APPROPRIATIONS                              |                           |                           |                              |                           |
| Personal Services                           | \$87,703                  | \$92,200                  | \$90,000                     | \$78,700                  |
| Operating Expenses                          | 124,870                   | 181,950                   | 158,150                      | 181,869                   |
| Capital Outlay                              | 2,797                     | -                         | -                            | -                         |
| TOTAL                                       | \$215,370                 | \$274,150                 | \$248,150                    | \$260,569                 |

The Value Adjustment Board (VAB), is a quasi-judicial body composed of the County Commission and School Board. The Value Adjustment Board hears appeals from property owners concerning the valuation (for tax purposes) of their property.

The VAB may appoint Special Masters to hear petitions in their behalf and then review and approve these decisions. Funding is prorated at 60% from the County and 40% from the School Board. Partial expenses are covered by a Filing Fee of \$15.00 per petition, less a refund to those who prevail.

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Fines & Forfeitures             | \$7,213           | \$10,000          | \$11,728             | \$10,000          |
| Other                           | -                 | -                 | 1,252                | -                 |
| TOTAL                           | \$7,213           | \$10,000          | \$12,980             | \$10,000          |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$2,045,357       | \$1,923,000       | \$1,681,860          | \$1,798,588       |
| Capital Outlay                  | 23,667            | 49,153            | 29,153               | 49,153            |
| TOTAL                           | \$2,069,024       | \$1,972,153       | \$1,711,013          | \$1,847,741       |

Included in this category are various non-departmental operating appropriations which the County has made during the past two years and/or will make in 1996-97. Following is a listing of these operations and, where applicable, the budgeted appropriations for 1996-97.

|  |                    |
|--|--------------------|
| Refund of Prior Year Taxes                       | \$ 100,000         |
| County Fire Control                              | 16,153             |
| Financial Information System                     | 98,588             |
| Handicapped Parking Enforcement Administration   | 8,000              |
| Collection Services                              | 10,000             |
| Other Court Costs                                | 1,560,000          |
| Community Consensus Building Events              | 25,000             |
| Palm Beach Gardens vs. Palm Beach County Lawsuit | <u>30,000</u>      |
| Total  | <u>\$1,847,741</u> |



| <b>FINANCIAL &amp;<br/>STAFFING SUMMARY</b> | <b>1994-95<br/>Actual</b> | <b>1995-96<br/>Budget</b> | <b>1995-96<br/>Estimated</b> | <b>1996-97<br/>Budget</b> |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| APPROPRIATIONS                              |                           |                           |                              |                           |
| Operating Expenses                          | \$7,461,261               | \$23,086,095              | \$23,541,095                 | \$23,505,947              |
| Capital Outlay                              | -                         | -                         | 153,000                      | -                         |
| TOTAL                                       | \$7,461,261               | \$23,086,095              | \$23,694,095                 | \$23,505,947              |

Included in this category are amounts budgeted for the following non-departmental boards and agencies:

- Financially Assisted Agencies
- County Sponsored Programs
- Health Care District
- Public Health Unit
- Soil and Water Conservation
- Other Programs

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$4,957,812       | \$5,502,024       | \$5,502,024          | \$5,639,575       |
| TOTAL                           | \$4,957,812       | \$5,502,024       | \$5,502,024          | \$5,639,575       |

Palm Beach County, through its various departments and divisions, provides a wide variety of human support services. However, the County recognizes it cannot provide all of the services desired by its citizens and must rely on other community based not-for-profit agencies to maintain a well developed and comprehensive human service delivery system.

In order to meet the considerable demand for human, social and cultural services, the County has entered into formal agreements with many community service providers. These agreements outline the services to be provided by the agency and the financial support allocated to these efforts by the Board of County Commissioners.

In this manner, Palm Beach County can strengthen the existing social service delivery system by integrating its public tax revenues with other sources of income. This infusion of County tax dollars to many human/social service agencies also enables the citizens of the County to have access to more services than could be provided directly the Board of County Commissioners.

The allocation of financial assistance is based on the availability of funds and agencies requesting funding are prioritized as noted below. Agencies must meet County funding eligibility criteria.

**Priority Group I** - Direct consumer services provided by an agency that has requested financial assistance to meet Federal/State local match requirements, and for which the County has a legal obligation to participate with the agency in the acquisition of the match.

**Priority Group II** - Direct consumer services and/or services relevant to the planning and evaluation of social service systems provided by an agency that has requested financial assistance to meet operating expenditures. In this category, the County has no legal obligation to provide funds for operations, or participate in the acquisition of local match, but finds it in the best interest of its citizens to consider an allocation of financial support.



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$286,381         | \$376,000         | \$376,000            | \$577,500         |
| TOTAL                           | \$286,381         | \$376,000         | \$376,000            | \$577,500         |

Included in this category are various Boards and Agencies to which the County has elected to be the program sponsor and provides funding for specific activities within the program. Program funding includes:

- **School Board of Palm Beach County - Title XX Day Care Match** \$200,000  
 Local match for state and federal funds that are distributed to child day care centers throughout the County, providing day care for children of low income families.
- **Mae Volen Senior Center** \$ 75,000  
 Provides community care and transportation programs, adult education classes and other supportive services to improve the quality of life and prevent the premature institutionalization of senior citizens residing south of Hypoluxo Road.
- **Health & Human Services Planning Association, Inc.** \$ 85,000  
 Maintains a funding and planning database of all service providers within the County, provides technical assistance to increase funding and provides support for community efforts to address health and human service issues.
- **HIV Prevention Plan** \$100,000  
 Provides in-depth comprehensive counseling for recalcitrant HIV positive clients tested by the Palm Beach County Public Health Unit and necessary punitive actions for repeat offenders.
- **Deaf/Blind Children's Residential Facility** \$117,500  
 Provides a raised level of development potential for deaf and blind children through basic living skills and supplements educational activities provided by the School Board.

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | -                 | \$15,000,000      | \$15,330,000         | \$15,000,000      |
| TOTAL                           | -                 | \$15,000,000      | \$15,330,000         | \$15,000,000      |

Funding to the Health Care Taxing District is provided to manage the County Home and Health Care Facility and to contribute toward Medicaid Match requirements.



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$1,388,310       | \$1,448,821       | \$1,448,821          | \$1,531,622       |
| TOTAL                           | \$1,388,310       | \$1,448,821       | \$1,448,821          | \$1,531,622       |

Funding is provided the Palm Beach County Public Health Unit for environmental services and the County's Right-To-Know Law regarding toxic substances.

Environmental services include the inspection and licensing of the following:

- Occupational Health - biomedical/medical waste containment, Tanning Salons;
- Group Care - Child & Family Day Care, Nursing Homes, Adult Care Living Facilities, Foster Homes;
- Migrant Labor Camps and Residential Migrant Housing;
- Public Housing and Public Building Sanitation;
- Mobile Home and Recreational Vehicle Parks;
- Nuisance Complaints;
- Arbovirus Surveillance; and
- Rabies Surveillance

Right-to-Know services include providing public awareness regarding toxic substances and informing County residents about the potential health hazards from exposure to these substances.

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$78,479          | \$79,000          | \$79,000             | \$79,000          |
| TOTAL                           | \$78,479          | \$79,000          | \$79,000             | \$79,000          |

The Palm Beach County Soil and Water Conservation District was organized for the purpose of developing and implementing a program of soil and water conservation for the District and Palm Beach County. Potential users of District services include agricultural interests, municipalities, regulatory agencies, realtors, and individual homeowners.



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$750,279         | \$680,250         | \$805,250            | \$678,250         |
| Capital Outlay                  | -                 | -                 | 153,000              | -                 |
| TOTAL                           | \$750,279         | \$680,250         | \$958,250            | \$678,250         |

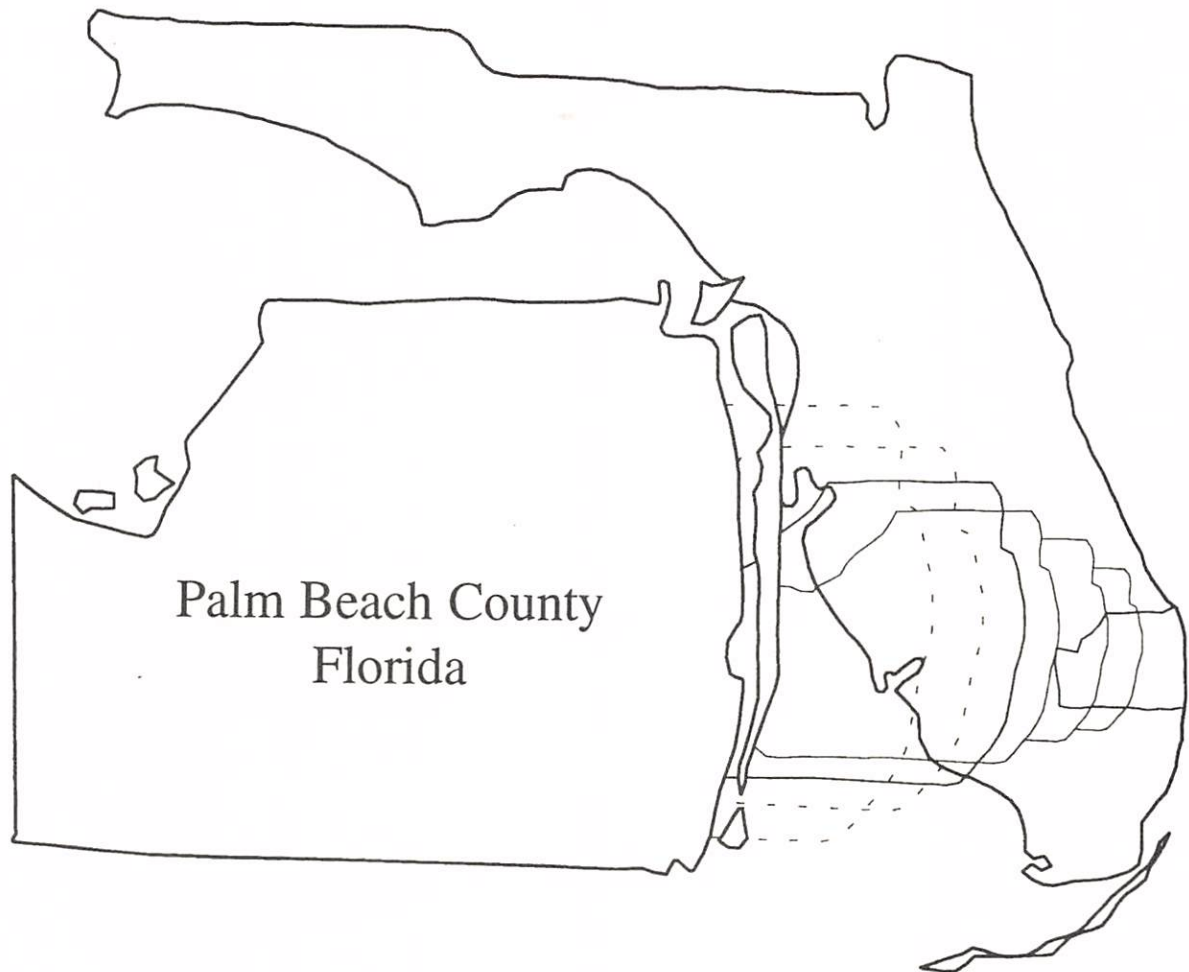
Included in this category are various Boards and agencies to which the County has provided funding during the past two years and/or will provide funding in FY 1996-97. Following is a listing of these Agencies and the amount of support budgeted for FY 1996-97.

|                         |                  |
|-------------------------|------------------|
| PBC Development Board   | \$650,000        |
| Municipal League        | 250              |
| Save the Old Courthouse | <u>28,000</u>    |
| Total                   | <u>\$678,250</u> |





## Constitutional Officers







# Constitutional Officers

Clerk

Judicial

Fifteenth Judicial Circuit Court

Public Defender

State Attorney

Property  
Appraiser

Sheriff

Supervisor of  
Elections

Tax Collector

3,723 Positions

# Constitutional Officers

Chief of Police (City)

Police Director

Police Council

Police Council

Police Council

Police Council

Police Council

Police Council

Police Council

Police Council



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Charges               | \$3,504,033       | \$3,575,650       | \$3,575,000          | \$3,575,000       |
| Fines & Forfeitures             | 66,946            | -                 | -                    | -                 |
| Other                           | 963,357           | -                 | 1,073,150            | 1,000,000         |
| TOTAL                           | \$4,534,336       | \$3,575,650       | \$4,648,150          | \$4,575,000       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Non-Operating                   | \$23,081,085      | \$26,163,093      | \$24,799,258         | \$27,186,078      |
| TOTAL                           | \$23,081,085      | \$26,163,093      | \$24,799,258         | \$27,186,078      |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 375               | 391               | 391                  | 391               |
| Full Time Equivalents (FTEs)    | 375.00            | 391.00            | 391.00               | 391.00            |

### Description

The Clerk of the Circuit Court serves as Clerk of the Courts and Clerk to the Board of County Commissioners, Auditor, Recorder and Custodian of all County funds.

The Clerk, as Clerk of the Circuit Court, serves the court in a ministerial capacity, keeps the court's records and seal, issues process, enters judgements and orders, issues certified copies from the records and performs other similar duties. The Clerk also provides non-judicial services such as marriage licenses and passport application processing.

The Clerk, as Clerk to the Board of County Commissioners, Auditor, Recorder and Custodian of all County funds, pre-audits disbursements of County funds to provide reasonable assurance that County procedures are met, that the approved budget is not overspent, and that the expenditure is for a legal purpose.

To fulfill the role of Custodian and Treasurer of County funds, the Clerk, through the Finance Division, receives, deposits and accounts for all monies and invests surpluses in accordance with the County Commission's Investment Ordinance. The Board of County Commissioners' Comprehensive

Annual Financial Report (CAFR) is prepared by the Finance Division in accordance with Florida Statutes and generally accepted accounting principles. The Finance Division also provides support and training to County Departments in the use of Local Government Financial System (LGFS) and the reports produced by the system.

The budget of the Clerk is divided into two distinct parts, the "County-supported" side and the "fee-supported" side. On the County-supported side, the Board of County Commissioners is responsible for directly funding the operating expenses of the County Court, the Finance Department, a pro-rata share of the Clerk's Administrative Support functions and other expenses as required by law. On the fee-supported side, the Clerk collects fees for services allowable by Florida Statutes. These fees are used primarily to support the operations of the Circuit Court.

For FY 1997, the County-supported side of the Clerk's budget totals \$27,186,078 and will provide funding for 391 positions. The fee-supported side totals \$12,249,410 and provides funding for 332 positions. Only the County-supported portion of the budget is presented in the Budget Document.



| FINANCIAL & STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS               |                   |                   |                      |                   |
| Non-Operating                | \$7,101,549       | \$7,866,232       | \$7,394,258          | \$8,256,647       |
| TOTAL                        | \$7,101,549       | \$7,866,232       | \$7,394,258          | \$8,256,647       |
| STAFFING                     |                   |                   |                      |                   |
| Full Time Equivalents (FTEs) | 259.00            | 272.00            | 272.00               | 272.00            |

| WORKLOAD MEASURES           | 1994-95<br>Actual | 5 Year<br>Trend | Benchmark<br>Comparison | 1995-96<br>Budget | 1996-97<br>Target |
|-----------------------------|-------------------|-----------------|-------------------------|-------------------|-------------------|
| Case filings all locations: |                   |                 |                         |                   |                   |
| Felony                      | 13,211            | n/a             | n/a                     | 13,211            | 13,475            |
| Traffic                     | 227,616           | n/a             | n/a                     | 272,760           | 286,398           |
| Misdemeanor                 | 31,624            | n/a             | n/a                     | 39,144            | 40,325            |
| Civil                       | 20,538            | n/a             | n/a                     | 21,957            | 23,054            |

### Description

The Clerk of the Courts provides support services for the courts system of the 15th Judicial Circuit. These services are organized under twelve divisions: Circuit Court Criminal; County Court Civil, County Court Criminal, four branch offices; Night Staff, Domestic Violence, Jury Payroll, Administrative Support, and Other Clerk Expenses.

The Criminal Division of the Circuit Court processes and manages felony cases filed as a result of an arrest, information filed by the State Attorney, or Grand Jury indictment. Felony offenses include homicide, sexual offenses, robbery, burglary, drugs, fraud, arson and forgery.

The County Court <sup>Civil</sup> Criminal Division processes and maintains transactions for parking tickets, traffic

infractions, traffic crimes, County and municipal ordinances, and misdemeanors. Court costs are collected and distributed to the County and fines are collected and distributed to municipalities, the County and the State.

The Civil Division has jurisdiction of claims up to and including \$15,000, and operates under two distinct rules of procedure - Small Claims and Civil Rules.

Records and evidence pertaining to court cases are maintained by the Clerk of the Court; Courtroom clerks attend each court session to record arraignment, hearing and trial action. Case progress is recorded in an automated system and notices, warrants and capias are issued by this Office.



| FINANCIAL & STAFFING SUMMARY | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|------------------------------|----------------|----------------|-------------------|----------------|
| APPROPRIATIONS               |                |                |                   |                |
| Non-Operating                | \$6,419,200    | \$4,394,101    | \$4,130,455       | \$4,572,957    |
| TOTAL                        | \$6,419,200    | \$4,394,101    | \$4,130,455       | \$4,572,957    |
| STAFFING                     |                |                |                   |                |
| Full Time Equivalents (FTEs) | 101.00         | 101.00         | 101.00            | 101.00         |

| WORKLOAD MEASURES                 | 1994-95 Actual | 5 Year Trend | Benchmark Comparison | 1995-96 Budget | 1996-97 Target |
|-----------------------------------|----------------|--------------|----------------------|----------------|----------------|
| Wire transfers processed          | 316            | n/a          | n/a                  | 576            | 576            |
| Security transactions             | 585            | n/a          | n/a                  | 685            | 685            |
| Invoices processed                | 187,000        | n/a          | n/a                  | 190,000        | 190,000        |
| Checks/money orders processed     | 21,710         | n/a          | n/a                  | 22,000         | 22,250         |
| Hours tape recorded               | 1,180          | n/a          | n/a                  | 1,240          | 1,358          |
| Documents executed                | 23,224         | n/a          | n/a                  | 28,000         | 24,750         |
| Days writing minutes and indexing | 1,750          | n/a          | n/a                  | 1,800          | 1,910          |

### Description

Reporting to the Clerk of the Circuit Court, the County's Finance Department serves as Clerk of the Board, County Treasurer and Accountant. The Finance Department records and accounts for the County's funds, pre-audits and issues disbursements, maintains the central financial information system,

produces and publishes daily financial information and prepares the Comprehensive Annual Financial Report (CAFR). The official records and minutes of the Board are in the custody of the Clerk and are maintained by the Minutes Section.

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Charges               | \$3,504,033       | \$3,575,650       | \$3,575,000          | \$3,575,000       |
| Fines & Forfeitures             | 66,946            | -                 | -                    | -                 |
| Other                           | 963,357           | -                 | 1,073,150            | 1,000,000         |
| TOTAL                           | \$4,534,336       | \$3,575,650       | \$4,648,150          | \$4,575,000       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Non-Operating                   | \$9,560,336       | \$13,902,760      | \$13,274,545         | \$14,356,474      |
| TOTAL                           | \$9,560,336       | \$13,902,760      | \$13,274,545         | \$14,356,474      |
| STAFFING                        |                   |                   |                      |                   |
| Full Time Equivalents (FTEs)    | 15.00             | 18.00             | 18.00                | 18.00             |

### Description

The Clerk's Administrative Support Division includes Administration, Accounting, Human Resources, Mail Room and Automation Services. These units provide for the administrative function of the Clerk's Office, staff recruitment and assessment, training, benefits, administration, facilities planning, systems analysis and design, legal counsel and fiduciary services to all the Clerk's divisions. This budget also provides for the

microfilming and public viewing of the official records.

Additionally, this budget also includes the pro-rata share of administrative personnel costs for the functions funded by the Board of County Commissioners, certain data processing costs, operating expenses and capital outlay items.



| FINANCIAL & STAFFING SUMMARY    | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other Licenses, Permits & Taxes | \$25,480          | \$21,210          | \$21,210             | \$22,058          |
| Grants                          | 137,308           | 150,500           | 245,948              | 181,714           |
| User Fees/Charges               | 859,583           | 837,136           | 865,300              | 992,502           |
| Fines & Forfeitures             | 826,720           | 805,000           | 916,153              | 917,000           |
| Inter-Departmental Charges      | 130,771           | 150,000           | 130,000              | 150,000           |
| Other                           | 1,093,009         | 778,192           | 955,367              | 759,065           |
| TOTAL                           | \$3,072,871       | \$2,742,038       | \$3,133,978          | \$3,022,339       |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$4,103,133       | \$4,628,495       | \$4,632,625          | \$4,847,044       |
| Operating Expenses              | 8,075,180         | 8,854,788         | 8,740,588            | 9,234,578         |
| Capital Outlay                  | 870,583           | 677,054           | 702,532              | 749,115           |
| Non-Operating                   | -                 | 254,654           | -                    | 135,248           |
| TOTAL                           | \$13,048,896      | \$14,414,991      | \$14,075,745         | \$14,965,985      |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 120               | 120               | 120                  | 122               |
| Full Time Equivalents (FTEs)    | 111.50            | 111.50            | 111.50               | 112.75            |

### Description

Palm Beach County is served by the Fifteenth Judicial Circuit of Florida under the direction of the Chief Judge and the Court Administrator. This is one of 20 judicial circuits in the State. This circuit is comprised of two levels of court: Circuit Court and County Court.

Each of the twenty judicial circuits in Florida has a Court Administrator and a support staff to assist the Chief Judge/Judges in administrative functions including personnel, finance, court programs, data processing, jury, intergovernmental relations, and acting as staff for judicial committees.

The Circuit Court handles civil cases with a value over \$15,000, criminal felonies, juvenile, probate and appeals from the County Court. A total of 31 judges serve in the Circuit Court. The court calendar consists of time consuming and often complicated jury and non-jury trials, as well as other hearings.

The County Court handles civil cases with a value under \$15,000, criminal misdemeanors, and traffic cases. A total of 17 judges serve in the County Court. The judges preside over high volume, short duration cases which fall under their jurisdiction.

The Public Defender's Office provides criminal defense litigation at the trial and appellate levels involving juvenile, misdemeanor, felony, and capital felony offenses for persons who have been determined indigent by the courts as prescribed in Florida Statute 27.52.

The State Attorney serves Florida's 15th Judicial Circuit as the chief prosecuting officer for all criminal cases. In addition, the State Attorney's Office handles all bond issues, juvenile matters, child support enforcement, and advises the Grand Jury.



| FINANCIAL & STAFFING SUMMARY    | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|---------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED              |                |                |                   |                |
| Other Licenses, Permits & Taxes | \$25,480       | \$21,210       | \$21,210          | \$22,058       |
| Grants                          | 137,308        | 150,500        | 245,948           | 181,714        |
| User Fees/Charges               | 859,583        | 837,136        | 865,300           | 992,502        |
| Fines & Forfeitures             | -              | -              | 46,153            | 47,000         |
| Inter-Departmental Charges      | 130,771        | 150,000        | 130,000           | 150,000        |
| Other                           | 1,096,423      | 778,192        | 955,367           | 759,065        |
| TOTAL                           | \$2,249,565    | \$1,937,038    | \$2,263,978       | \$2,152,339    |
| APPROPRIATIONS                  |                |                |                   |                |
| Personal Services               | \$4,103,133    | \$4,628,495    | \$4,632,625       | \$4,847,044    |
| Operating Expenses              | 6,455,266      | 6,873,614      | 6,755,914         | 7,109,078      |
| Capital Outlay                  | 635,780        | 389,872        | 418,850           | 577,615        |
| Non-Operating                   | -              | 254,654        | -                 | 135,248        |
| TOTAL                           | \$11,194,179   | \$12,146,635   | \$11,807,389      | \$12,668,985   |
| STAFFING                        |                |                |                   |                |
| Positions                       | 120            | 120            | 120               | 122            |
| Full Time Equivalents (FTEs)    | 111.50         | 111.50         | 111.50            | 112.75         |

### Description

The Fifteenth Judicial Circuit encompasses the entire area of Palm Beach County and operates out of the main courthouse in downtown West Palm Beach, with annexes in north and south county, Belle Glade, and the Criminal Justice Complex on Gun Club Road. It operates under the direction of the Chief Judge and Court Administrator pursuant to the State Constitution and Florida Rules of Court, specifically Rule 2.010 and 2.050. Palm Beach County provides funding for the circuit's facilities, some personnel services and operating expenses as mandated by Florida Statute 43.28.

The Fifteenth Judicial Circuit Court is comprised of five Circuit Court Divisions and two County Court Divisions pursuant to Local Rule #1, 1994. The Circuit Court Divisions are general jurisdiction courts with 31 presiding Circuit judges. The County Court Divisions are courts of limited jurisdiction with 17 presiding County judges. The

number of judges in both divisions are based on the population of the judicial circuit and certified by the Supreme Court.

The Fifteenth Judicial Circuit Court consists of five distinct program areas: Trial Court Administration, Probate Court, Civil Court, Family Court, and Criminal Court. Trial Court Administration oversees all judicial and non-judicial matters arising within the circuit court. The Probate Court governs procedures in guardianship and all probate matters. The Civil Court handles all actions of a civil nature and are governed by the Florida Rules of Civil Procedure. The Family Court oversees the adjudication of all domestic matters including divorce, child custody, support and visitation as well as juvenile dependency and delinquency. The Criminal Court presides over all misdemeanor and felony cases.



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$924,219         | \$1,048,895       | \$1,048,895          | \$1,111,896       |
| Capital Outlay                  | 52,478            | 216,000           | 216,000              | 50,000            |
| TOTAL                           | \$976,697         | \$1,264,895       | \$1,264,895          | \$1,161,896       |

### Description

The Criminal Justice System is dependent upon the quality of the legal services provided by the Public Defender to all indigents charged with criminal offenses. The Office of the Public Defender serves the court complexes in Belle Glade, Delray Beach, Palm Beach Gardens, downtown West Palm Beach,

and the Gun Club Road Complex in West Palm Beach. In addition, this Office is assigned to handle all Public Defender appeals in the Fourth District Court of Appeals which is comprised of Broward, Indian River, Martin, Okeechobee, St. Lucie and Palm Beach Counties.

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$695,695         | \$932,279         | \$935,779            | \$1,013,604       |
| Capital Outlay                  | 182,325           | 71,182            | 67,682               | 121,500           |
| TOTAL                           | \$878,020         | \$1,003,461       | \$1,003,461          | \$1,135,104       |

### Description

The State Attorney serves Florida's 15th Judicial Circuit. The primary mission of the State Attorney is to appear in Circuit and County courts within the Fifteenth Judicial Circuit and prosecute or defend all suits, applications, or motions, civil or criminal, in which the State is a party.

Whenever required by the Grand Jury, the State Attorney examines witnesses in their presence and gives legal advice in any matter before them. In addition, the State Attorney summons all witnesses required on behalf of the State to testify as to any violations of the criminal law.

The State Attorney assists the Attorney General in the preparation and presentation of all appeals to the Supreme Court covering their respective districts. He also represents the State in all cases of habeas corpus or capital offense arising in the circuit. When assigned by the Governor, the State Attorney may be required to assist another State Attorney in a different jurisdiction. The State Attorney also directs and controls special investigators in investigating matters of organized crime and violations of state laws and applicable county or city laws.



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Fines & Forfeitures             | \$826,720         | \$805,000         | \$870,000            | \$870,000         |
| Other                           | (3,414)           | -                 | -                    | -                 |
| TOTAL                           | \$823,306         | \$805,000         | \$870,000            | \$870,000         |

### Description

The local Criminal Justice Trust Fund (CJTF) is established by Florida Statute 27.3455. Revenue is provided from assessed costs of \$200 for felony cases and \$50 for misdemeanor and criminal traffic cases. The cost is imposed when any person pleads guilty or nolo contendere to, or is found guilty of a felony, misdemeanor, or criminal traffic offense. The Clerk of the Circuit and County Courts acts as the collection agent. The collected funds are remitted each month to the County. The Criminal Justice Trust Fund is used for allowable expenses of

the State Attorney under Florida Statute 27.34(2) and the Public Defender under Florida Statute 27.54(3). Any funds remaining after disbursement for authorized State Attorney and Public Defender expenses may be used for Medical Examiner services and county victim witness programs.

Projected Criminal Justice Trust Fund revenues are expected to reimburse approximately 38% of the County's costs associated with the State Attorney and Public Defender offices for FY 1996-97.



| FINANCIAL &<br>STAFFING SUMMARY  | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|----------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED               |                   |                   |                      |                   |
| Excess Fees - Property Appraiser | \$1,277,731       | \$500,000         | \$700,000            | \$500,000         |
| TOTAL                            | \$1,277,731       | \$500,000         | \$700,000            | \$500,000         |
| APPROPRIATIONS                   |                   |                   |                      |                   |
| Operating Expenses               | \$12,020,416      | \$12,701,594      | \$12,700,000         | \$12,965,000      |
| TOTAL                            | \$12,020,416      | \$12,701,594      | \$12,700,000         | \$12,965,000      |
| STAFFING                         |                   |                   |                      |                   |
| Positions                        | 232               | 233               | 233                  | 233               |
| Full Time Equivalents (FTEs)     | 232.00            | 233.00            | 233.00               | 233.00            |

### Description

The Property Appraiser, an elected constitutional officer, is responsible for attaining and maintaining appraised valuation of all taxable property in the County and the preparation of the annual tax roll. This valuation is the tax base for ad valorem monies to support the functions of County government, the School Board and special districts.

With increased growth in Palm Beach County and requests for information, the services of the Property Appraiser's Office are expanding rapidly. Some of the services available include the sale of ownership maps, aerial photographs, copies of property record cards, computer tapes of various records, and copies of records filmed by the Office's Micrographics Department. The yearly tax roll is available in all branches and contains such information as the property owner's name and address, the property's legal description, appraised value, and various exemptions (homestead, widow, disability, veteran, or wholly exempt). It also lists the amount of taxes levied by the taxing districts in which the property is located. The demand for increased services is affected by the mandate of the State Department of Revenue to comply with State laws that require mass reappraisals to maintain market values for the tax roll. New construction is

also reviewed on a year-round basis by the field appraisers. Agriculture classified properties are also reviewed year-round.

Final approval authority for the budget of the Property Appraiser resides with the State Department of Revenue. Funding for the operation of the Property Appraiser's Office is divided between the County and various special taxing districts. "Excess fees" (i.e., additional funds remaining after all expenses have been paid) are returned at the end of the fiscal year to the various taxing authorities that have provided funding.

The budget presented on this page represents the pro rata share of the Property Appraiser's budget paid for by the County, excluding dependent districts. Included in this amount is the County's cost as well as the cost for the School Board and the various municipalities which, by State law, the County is required to pay.

Pro rata shares paid by the Library District and the Fire Districts are included in those Departments' operating budgets, and are therefore not reflected in the totals shown above.



| FINANCIAL & STAFFING SUMMARY    | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Other Licenses, Permits & Taxes | \$8,359           | \$4,000           | \$8,000              | \$5,000           |
| Grants                          | 943,027           | 190,000           | 965,764              | 1,113,277         |
| User Fees/Charges               | 11,875,477        | 10,723,773        | 12,684,158           | 13,977,540        |
| Fines & Forfeitures             | 816,021           | 752,500           | 1,116,337            | 945,000           |
| Inter-Departmental Charges      | -                 | 56,915            | -                    | 56,915            |
| Other                           | 8,623,039         | 2,841,288         | 6,290,779            | 5,705,589         |
| Interfund Transfers             | 536,929           | 836,601           | 986,601              | 886,797           |
| TOTAL                           | \$22,802,852      | \$15,405,077      | \$22,051,639         | \$22,690,118      |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$544,135         | \$497,856         | \$497,856            | \$386,465         |
| Non-Operating                   | 164,052,557       | 172,427,142       | 176,389,003          | 184,390,530       |
| TOTAL                           | \$164,596,692     | \$172,924,998     | \$176,886,859        | \$184,776,995     |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 2,518             | 2,564             | 2,606                | 2,693             |
| Full Time Equivalents (FTEs)    | 2,438.50          | 2,468.50          | 2,510.50             | 2,597.50          |

### Description

The Sheriff, an independently elected constitutional officer, is the chief law enforcement officer of Palm Beach County. The Sheriff enforces the laws of the State of Florida and the ordinances of the County of Palm Beach - criminal, traffic and civil. The Sheriff's Office is responsible for providing uniformed law enforcement services to the citizens,

securing the courts, serving all warrants and processes issued by the courts, and operating the County detention and correction facilities.

The Sheriff's Office is comprised of three programs: Sheriff's Operations, Law Enforcement Trust Fund, and Sheriff's Grants.

### Goals for FY 1997

- Hire forty-eight certified deputy sheriffs for the opening of two additional floors at the main Detention Center, staffing of the Belle Glade Jail expansion and additional road patrol deputies. Placement of personnel is contingent upon a management review.
- Establish the beginning of a strategic planning function.
- Acquire a new financial system computer software package.
- Manage/monitor a new hiring process and develop associated performance measures.
- Occupy the new Belle Glade Jail and Drug Farm facilities.
- Develop a plan to provide drug diversion services to the juvenile drug offender population.
- Expand community-based programs, i.e., Public Service Initiative and Graffiti Eradication.

- Install a new radio channel and expand the microwave system to the West Boynton Beach area.
- Implement the Alternative Reporting System to take non-emergency complaints by telephone.
- Establish peak demand shifts in the central and northern areas of the County, as was piloted in the south County area.
- Expand the Community Policing concept throughout the County.
- Increase training and education with community residential associations and businesses in false alarm prevention and reduction.



| FINANCIAL & STAFFING SUMMARY    | 1994-95 Actual | 1995-96 Budget | 1995-96 Estimated | 1996-97 Budget |
|---------------------------------|----------------|----------------|-------------------|----------------|
| REVENUES GENERATED              |                |                |                   |                |
| Other Licenses, Permits & Taxes | \$8,359        | \$4,000        | \$8,000           | \$5,000        |
| Grants                          | 279,790        | 190,000        | 275,505           | 1,113,277      |
| User Fees/Charges               | 11,875,477     | 10,723,773     | 12,684,158        | 13,977,540     |
| Fines & Forfeitures             | 333,498        | 752,500        | 1,066,337         | 945,000        |
| Inter-Departmental Charges      | -              | 56,915         | -                 | 56,915         |
| Other                           | 7,018,636      | 2,335,000      | 4,985,867         | 5,431,600      |
| Interfund Transfers             | 50,224         | 836,601        | 836,601           | 886,797        |
| TOTAL                           | \$19,565,984   | \$14,898,789   | \$19,856,468      | \$22,416,129   |
| APPROPRIATIONS                  |                |                |                   |                |
| Operating Expenses              | \$544,135      | \$497,856      | \$497,856         | \$386,465      |
| Non-Operating                   | 162,012,248    | 171,920,854    | 174,210,821       | 184,116,541    |
| TOTAL                           | \$162,556,383  | \$172,418,710  | \$174,708,677     | \$184,503,006  |
| STAFFING                        |                |                |                   |                |
| Positions                       | 2,518          | 2,564          | 2,606             | 2,693          |
| Full Time Equivalents (FTEs)    | 2,438.50       | 2,468.50       | 2,510.50          | 2,597.50       |

### Description

The Sheriff's Office maintains law and order through crime prevention and law enforcement programs, operates the County's detention facilities, and serves the orders of the Court and Board of County Commissioners.

The Operations program includes all major functional areas of the Sheriff's budget as summarized below:

- **Law Enforcement** - provides uniformed patrol services for the unincorporated areas of Palm Beach County, as well as specific fee-for-service contracts for areas such as Palm Beach International Airport and the Town of Wellington. Also includes communications and emergency dispatch, criminal investigation, and technical crime lab services.
- **Detention** - provides intake, classification and incarceration of individuals charged with crimes in Palm Beach County. Detention facilities include the main Jail, the County Stockade, the Belle Glade Jail, and the Drug Farm.
- **Bailiffs** - maintains a high-level of security for the Palm Beach County court system and provides bailiff services to all judges and jurors.
- **Support Services** - includes administrative and central support functions such as finance and budgeting, personnel, motor pool, property control, and records.

During FY 1995, the Sheriff's Office implemented twelve new volunteer programs, served and processed 72,000 warrants, booked 51,705 inmates, and responded to 363,243 calls for service.

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Fines & Forfeitures             | \$482,523         | -                 | \$50,000             | -                 |
| Other                           | 1,604,403         | \$506,288         | 1,304,912            | \$273,989         |
| Interfund Transfers             | 298,143           | -                 | -                    | -                 |
| TOTAL                           | \$2,385,069       | \$506,288         | \$1,354,912          | \$273,989         |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Non-Operating                   | \$1,115,158       | \$506,288         | \$1,337,923          | \$273,989         |
| TOTAL                           | \$1,115,158       | \$506,288         | \$1,337,923          | \$273,989         |

### Description

The Law Enforcement Trust Fund (LETf) is a special trust established by the Board of County Commissioners as authorized under Florida Statute 932.705. The trust fund is derived from the sale of forfeited property and interest earned. These funds may be expended only upon request of the Sheriff to the Board of County Commissioners and are used exclusively for law enforcement purposes.

Florida Statute 932.705 prohibits LETf revenues and expenditures from being included in the adoption and approval process of the Palm Beach County budget, however, existing fund balances from previous activity are budgeted as amounts received in prior years.



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Grants                          | \$663,237         | -                 | \$690,259            | -                 |
| Interfund Transfers             | 188,562           | -                 | 150,000              | -                 |
| TOTAL                           | \$851,799         | -                 | \$840,259            | -                 |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Non-Operating                   | \$925,151         | -                 | \$840,259            | -                 |
| TOTAL                           | \$925,151         | -                 | \$840,259            | -                 |

### Description

The Sheriff's Grants program accounts for grant funding received, matching funds provided by the Law enforcement Trust fund, and related expenditures.

| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| User Fees/Charges               | \$37,443          | \$80,000          | \$80,000             | \$35,000          |
| TOTAL                           | \$37,443          | \$80,000          | \$80,000             | \$35,000          |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Personal Services               | \$1,172,453       | \$1,381,754       | \$1,384,754          | \$1,385,638       |
| Operating Expenses              | 1,287,590         | 1,899,156         | 1,692,053            | 1,688,430         |
| Capital Outlay                  | 170,588           | 196,165           | 196,165              | 183,385           |
| TOTAL                           | \$2,630,631       | \$3,477,075       | \$3,272,972          | \$3,257,453       |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 32                | 32                | 32                   | 32                |
| Full Time Equivalents (FTEs)    | 32.00             | 32.00             | 32.00                | 32.00             |

### Description

The Supervisor of Elections is responsible for the registration of voters, maintenance of the voter rolls, conduct of elections, recruiting and training of all pollworkers, reporting of financial disclosure, reporting of campaign financing and the handling of all candidates' filings.

On January 1, 1995, the National Voter Registration Act (NVRA) took effect. Under NVRA, several government agencies were mandated to take voter registration applications. These agencies include

the Department of Motor Vehicles/Division of Driver's Licenses, all HRS agencies, public libraries, agencies working with disabled people and armed forces recruiting stations.

Under NVRA, people are now able to register to vote by mail. NVRA applications are in numerous locations including Post Offices, City Halls, banks and savings and loan offices and business of other types. Telephone requests for NVRA applications are also taken by mail.



| FINANCIAL &<br>STAFFING SUMMARY | 1994-95<br>Actual | 1995-96<br>Budget | 1995-96<br>Estimated | 1996-97<br>Budget |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|
| REVENUES GENERATED              |                   |                   |                      |                   |
| Excess Fees - Tax Collector     | \$12,882,576      | \$12,600,000      | \$12,600,000         | \$12,600,000      |
| TOTAL                           | \$12,882,576      | \$12,600,000      | \$12,600,000         | \$12,600,000      |
| APPROPRIATIONS                  |                   |                   |                      |                   |
| Operating Expenses              | \$13,946,568      | \$14,642,000      | \$14,200,000         | \$14,640,000      |
| TOTAL                           | \$13,946,568      | \$14,642,000      | \$14,200,000         | \$14,640,000      |
| STAFFING                        |                   |                   |                      |                   |
| Positions                       | 249               | 252               | 252                  | 252               |
| Full Time Equivalents (FTEs)    | 249.00            | 252.00            | 252.00               | 252.00            |

### Description

The Tax Collector, an elected constitutional officer, is responsible for the collection and distribution of ad valorem taxes and non-ad valorem assessments levied by the County, School Board, municipalities, and special taxing districts. Additional local responsibilities include the issuance and monitoring of occupational licenses and collection of the tourist development tax for Palm Beach County. The Tax Collector is also the Executive Agent for the State of Florida to register and title motor vehicles and vessels, sell hunting and fishing licenses and collect certain sales taxes. These state programs are funded by fees for individual transactions and are not paid from the fees paid by Palm Beach County for property tax collections, occupational licenses, or the tourist tax.

Final approval authority for the budget of the Tax Collector resides with the State Department of Revenue. Funding for the operation of the Tax Collector's Office is provided from various commissions charged by the Tax Collector for services provided, including commissions charged on the total amount of taxes collected on behalf of each taxing/assessment authority. "Excess fees" (additional funds remaining after all expenses have been paid) are returned at the end of the fiscal year,

on a pro rata basis, to the various taxing/assessment authorities that have been charged commissions.

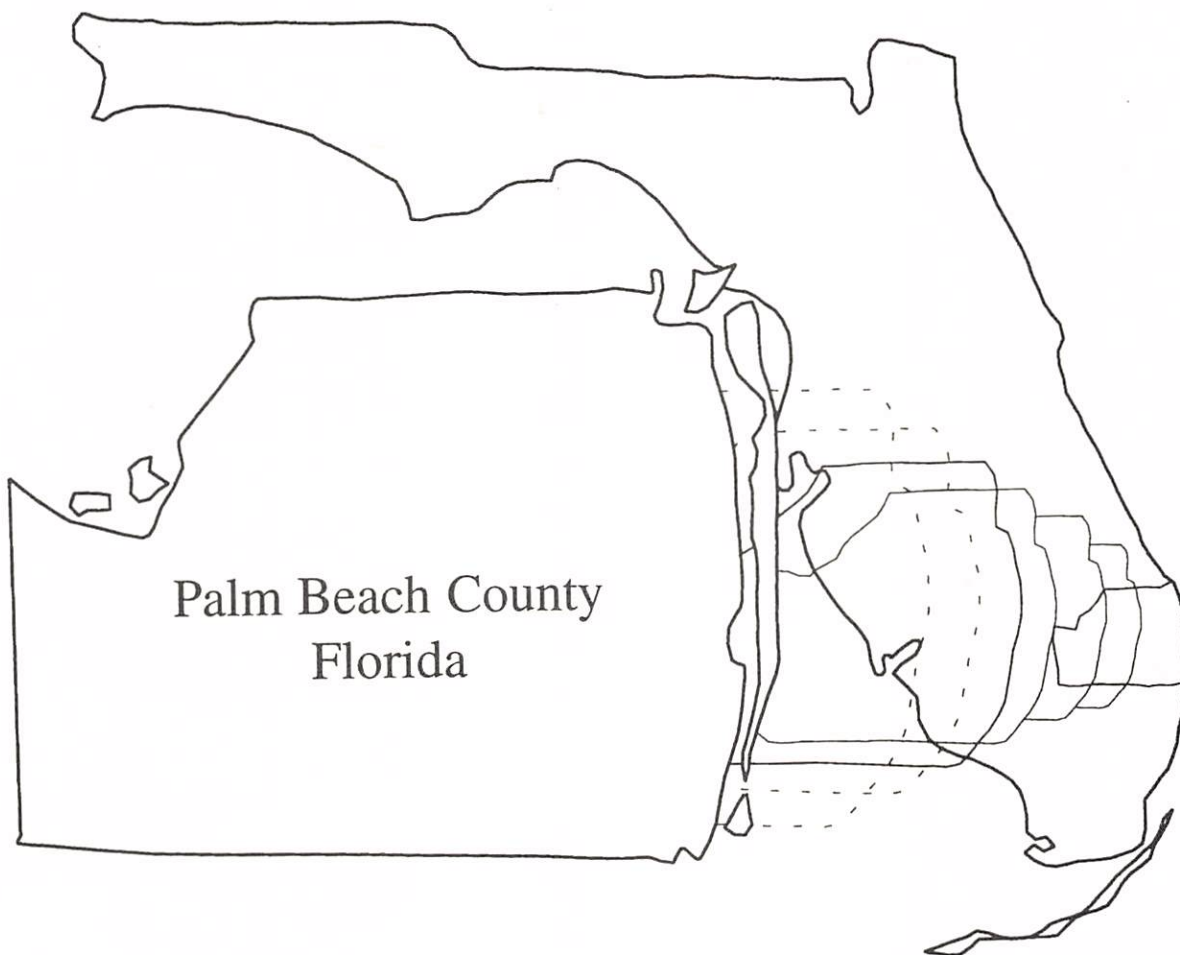
The budget presented on this page represents fees paid to the Tax Collector by the County for the collection of all Countywide ad valorem taxes (operating and voted debt). Also included are fees paid by the County for the collection of the non-voted ad valorem taxes levied by the School Board which, by State law, the County is required to pay. Commissions paid to the Tax Collector for the collection of Library District and Fire-Rescue MSTUs ad valorem taxes are included in those Departments' operating budgets, and are therefore not reflected in the totals shown above.

For FY 1996-97, the total amount of Tax Collector commissions paid by the County (including Library District and Fire Districts commissions) is estimated to be \$16,162,902. Most of this money will be returned to the County by the Tax Collector as excess fees. Since the Tax Collector's budget is much less than the fees earned by the collection activity, the County receives the benefit of having its taxes and those of the School Board collected at little cost.





## Budget by Fund







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## **Fund Types**

The financial accountability of Palm Beach County is measured on a "fund" basis, in accordance with generally accepted accounting principles (GAAP). This means that revenues and expenditures are legally recorded in the following groupings of funds, each of which must be in balance, and may not show a deficit, per Florida statutory requirements:

### **General Fund**

This fund is used to account for financial transactions which are applicable to the general financial requirements of the County, except those required to be accounted for in other funds.

### **Special Revenue Funds**

These funds are used to account for the proceeds of specific revenue sources or to finance specified activities required by law or administrative regulation. Some of the major funds in this grouping are: Fine & Forfeiture, County Transportation Trust, Fire-Rescue, Municipal Servicing Taxing District, County Library and Tourist Development.

### **Debt Service Funds**

These funds are used to account for the payment of principal and interest on long-term general obligation debt. Transactions applicable to long-term debt of Enterprise Funds are reported within those funds.

### **Capital Projects Funds**

These funds are used to account for resources principally provided by general long-term debt and used for the acquisition of capital facilities other than those financed by Enterprise Funds.

### **Enterprise Funds**

These funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The major funds in this grouping are: Airports, Water Utilities, Transportation Authority and Southwinds/Okeeheelee Golf Courses.

### **Internal Service Funds**

These funds are used to account for the goods and services which are provided by departments for the benefit of other County departments on a cost-reimbursement basis. The major funds in this grouping are: Fleet Management, Employee Health Insurance, Casualty Self-Insurance, Risk Management, Information Systems Services and Graphics.

## Budget By Fund

| <u>Fund No.</u>                     | <u>Fund/Type/Title</u>                   | <u>FY 1996-97<br/>Budget</u> |
|-------------------------------------|--|------------------------------|
| <b><u>General Fund</u></b>          |  |                              |
| 001                                 | General Fund                             | \$ 225,728,877               |
| 002                                 | Pollution Recovery Fund                  | 570,888                      |
| 004                                 | Petroleum Cleanup Program                | 1,250,000                    |
| 014                                 | Economic Development                     | 7,604,790                    |
| 015                                 | Economic Development Administration      | 100,000                      |
| Total General Fund                  |  | \$ 235,254,555               |
| <b><u>Special Revenue Funds</u></b> |  |                              |
| 050                                 | Spay - Neuter Program                    | \$ 270,196                   |
| 051                                 | Handicapped Parking Enforcement          | 106,611                      |
| 053                                 | Natural Areas Stewardship                | 94,000                       |
| 054                                 | Supervisor of Elections                  | 3,257,453                    |
| 055                                 | South Lake Worth Inlet                   | 121,500                      |
| 101                                 | Law Library                              | 887,862                      |
| 102                                 | Fine & Forfeiture                        | 210,804,636                  |
| 106                                 | County Transportation Trust              | 29,100,819                   |
| 107                                 | Mass Transportation Trust                | 25,420,175                   |
| 108                                 | Law Enforcement Trust                    | 273,989                      |
| 109                                 | County Library                           | 18,777,920                   |
| 111                                 | Public Guardianship Program              | 130,500                      |
| 117                                 | MSTD - Building                          | 22,648,202                   |
| 118                                 | MSTD - Other P Z & B                     | 13,419,602                   |
| 120                                 | TDC - Film Commission                    | 436,165                      |
| 121                                 | TDC - Special Projects                   | 233,506                      |
| 122                                 | TDC - 4th Cent Sports                    | 11,658,366                   |
| 123                                 | Sales Tax Revenue                        | 51,807,269                   |
| 124                                 | Criminal Justice                         | 2,142,250                    |
| 125                                 | TDC-Tourism                              | 7,519,566                    |
| 126                                 | TDC-Cultural Arts                        | 2,573,882                    |
| 127                                 | TDC-Beaches                              | 1,609,484                    |
| 128                                 | TDC-Sports Authority                     | 840,143                      |
| 130                                 | Bond Waiver Program                      | 178,497                      |
| 131                                 | Vessel Registration Fee Ordinance #88-40 | 806,650                      |
| 132                                 | School Impact Fees Zone 1                | 1,245,000                    |
| 133                                 | School Impact Fees Zone 2                | 1,723,100                    |
| 134                                 | School Impact Fees Zone 3                | 2,382,200                    |
| 135                                 | Senior Citizens Centers                  | 251,128                      |



## Budget By Fund

| Fund No.                                     | Fund/Type/Title                                | FY 1996-97<br>Budget |
|--|--|----------------------|
| <b><u>Special Revenue Funds (Cont'd)</u></b> |  |                      |
| 138  | School Impact Fees Zone 4                      | \$ 1,409,000         |
| 140  | Law Enforcement Block Grant Trust              | 873,277              |
| 141  | Metropolitan Planning Organization             | 3,709,296            |
| 143  | E-911 Program                                  | 3,973,474            |
| 144  | Weed & Seed Program                            | 271,013              |
| 145  | Drug Abuse Trust                               | 110,258              |
| 146  | Affordable Housing Trust                       | 9,209,001            |
| 149  | Natural Areas                                  | 257,302              |
| 150  | Franchise Fee                                  | 18,829,780           |
| 151  | Public Service Tax                             | 38,660,153           |
| 155  | Head Start                                     | 8,979,605            |
| 156  | Community Action Program                       | 1,035,701            |
| 157  | EMS Award - Grant Program                      | 510,796              |
| 158  | Public Safety Grants                           | 108,996              |
| 162  | Housing & Community Development                | 17,244,090           |
| 163  | CDBG Rehabilitation Loan Program               | 54,000               |
| 165  | Home Investment Partnership Act                | 9,292,238            |
| 166  | JPTA-Adult Migrant                             | 352,692              |
| 167  | Senior Aides Employment                        | 695,135              |
| 168  | Division of Senior Services - Administration   | 733,335              |
| 169  | Division of Senior Services (DOSS) - Title III | 3,332,130            |
| 170  | Community Care For The Elderly (DOSS)          | 580,377              |
| 171  | Community Care For The Elderly - Grant (DOSS)  | 30,000               |
| 172  | Intergovernmental Radio Communications         | 2,278,024            |
| 173  | Low Income Home Energy Program                 | 458,152              |
| 175  | Ryan White Care Program                        | 3,034,839            |
| 176  | EM Preparedness & Assistance                   | 72,972               |
| 177  | Doss Alternate OAA                             | 1,316,906            |
| 178  | Doss Alternate CCE                             | 1,554,623            |
| 184  | Fire-Rescue Long-Term Disability Plan          | 1,999,702            |
| 185  | Fire-Rescue Automatic Defibrillator Grant      | 216,000              |
| 190  | Hydrant Rental - Boca Raton                    | 403,177              |
| 195  | Fire-Rescue MSTU                               | 80,243,402           |
| 196  | Aviation Battalion                             | 3,991,131            |
| 197  | Glades Regional Fire MSTU                      | 877,493              |
| 198  | Fire-Rescue Grants                             | 8,813                |
| 199  | Hydrant Rental - Riviera Beach                 | 22,089               |
| Total Special Revenue Funds                  |  | \$ 627,449,643       |

## Budget By Fund

| <u>Fund No.</u>                      | <u>Fund/Type/Title</u>                              | <u>FY 1996-97</u><br><u>Budget</u> |
|--------------------------------------|---|------------------------------------|
| <b><u>Debt Service Funds</u></b>     |   |                                    |
| 205                                  | 6M Beach Acquisition '70 Sinking                    | \$ 4,584                           |
| 211                                  | 35M Beach Acquisition '78 Sinking                   | 20,605                             |
| 215                                  | 29.7M Criminal Justice '83 Sinking                  | 89,404                             |
| 222                                  | 23.375M Refunding GO '93/Debt Service               | 3,284,900                          |
| 224                                  | 50M Environmentally Sensitive Lands Sinking         | 3,277,268                          |
| 225                                  | 59.39M Refunding '94 Debt Service                   | 5,217,047                          |
| 226                                  | 50M ESL 94 Debt Service Sinking                     | 4,425,334                          |
| 227                                  | Parks Facility '96 Debt Service                     | 890,375                            |
| 229                                  | Professional Sports Facility Debt Service           | 2,200,153                          |
| 231                                  | 2.5M Improvement Revenue '67 Sinking                | 201,367                            |
| 232                                  | 2.5M Improvement Revenue '67 DS Reserve             | 183,688                            |
| 233                                  | 9.375M Non Ad Valorem '95 Debt Service              | 2,834,303                          |
| 241                                  | 1M Glades Health Revenue '84 Interest               | 81,750                             |
| 242                                  | 1M Glades Health Revenue '84 Principal              | 55,000                             |
| 243                                  | 1M Glades Health Revenue '84 Debt Service Reserve   | 89,807                             |
| 247                                  | 10.47M Airport Ctr Sinking                          | 894,550                            |
| 249                                  | North County Government Expansion DS                | 689,763                            |
| 253                                  | 20.325M Judicial Garage Sinking                     | 1,144,308                          |
| 255                                  | 8.585M Okeeheelee Golf Sinking                      | 763,915                            |
| 257                                  | 30.73M Beach Acquisition '93/Debt Service           | 2,974,325                          |
| 258                                  | 30.73M Beach Acquisition '93/Debt Service Reserve   | 3,295,358                          |
| 264                                  | 26.515M Revenue Refunding/Debt Service              | 2,755,850                          |
| 271                                  | 233.6M Criminal Justice Facility Debt Service P/I   | 12,346,160                         |
| 274                                  | 117.485M Criminal Justice Refunding '93             | 6,483,033                          |
| 276                                  | 17.1M Criminal Justice Completion Bonds '94         | 2,222,347                          |
| 277                                  | 22.245M Admin Complex Revenue Refunding/Debt Serv.  | 1,907,575                          |
| 281                                  | 50.87M Sunshine Pool #1 - Debt Service              | 4,325,820                          |
| 282                                  | 10M Sunshine Pool Fin #2 - Debt Service             | 994,543                            |
| 296                                  | 2.5M Sheriff Vehicle - Debt Service                 | 449,256                            |
| 297                                  | 6.6M PBSO Light Industrial Facility DS              | 348,796                            |
| 298                                  | PBSO Vehicle Loan FY96                              | 1,558,594                          |
| Total Debt Service Funds             |   | \$ 66,009,778                      |
| <b><u>Capital Projects Funds</u></b> |   |                                    |
| 301                                  | Capital Outlay                                      | \$ 36,064,463                      |
| 303                                  | PUD Cash Out  | 793,671                            |
| 313                                  | 233.6M Criminal Justice Facility Construction Trust | 2,803,601                          |



## Budget By Fund

| <u>Fund No.</u>                        | <u>Fund/Type/Title</u>                          | <u>FY 1996-97</u><br><u>Budget</u> |
|--|---|------------------------------------|
| <u>Capital Projects Funds (Cont'd)</u> |   |                                    |
| 315                                    | MSTU District A                                 | \$ 996,580                         |
| 316                                    | MSTU District B                                 | 1,170,684                          |
| 317                                    | MSTU District C                                 | 1,406,097                          |
| 318                                    | MSTU District D                                 | 919,427                            |
| 319                                    | MSTU District E                                 | 439,958                            |
| 320                                    | Unincorporated Improvement                      | 4,110,191                          |
| 322                                    | 26.08M C.J. Completion Bonds Constr. Trust '94  | 19,394,650                         |
| 324                                    | 50M Environmentally Sensitive Lands Acquisition | 52,750                             |
| 326                                    | 50M ESL '94 Acquisition Fund                    | 50,107,985                         |
| 329                                    | Professional Sports Facility                    | 26,757,278                         |
| 333                                    | 9.375M Non Ad Valorem '95 Revenue               | 1,048,340                          |
| 334                                    | PBSO Light Industrial Facility                  | 6,505,000                          |
| 336                                    | PBSO Vehicle Loan '96                           | 1,226,447                          |
| 340                                    | Constitutional Gas Tax                          | 799,482                            |
| 347                                    | 10.47M Airport Center Acquisition               | 514,522                            |
| 349                                    | North County Government Center Expansion        | 12,329,791                         |
| 352                                    | 32.7M Improvement Construction Trust            | 426,112                            |
| 353                                    | 19.75M Judicial Garage Acquisition              | 9,862,331                          |
| 355                                    | 9.15M Okeeheelee Golf Acquisition               | 143,831                            |
| 360                                    | Transportation Improvement                      | 123,797,667                        |
| 361                                    | Road Impact Fees Area A                         | 5,938,693                          |
| 362                                    | Road Impact Fees Area B                         | 2,437,973                          |
| 363                                    | Road Impact Fees Area C                         | 7,613,803                          |
| 364                                    | Road Impact Fees Area D                         | 5,905,535                          |
| 365                                    | Road Impact Fees Area E                         | 2,055,007                          |
| 366                                    | Road Impact Fees Area F                         | 544,916                            |
| 367                                    | Road Impact Fees Area G                         | 4,183,592                          |
| 368                                    | Road Impact Fees Area H                         | 7,250,825                          |
| 369                                    | Road Impact Fees Area I                         | 5,437,615                          |
| 370                                    | Road Impact Fees Area J                         | 2,040,735                          |
| 371                                    | Road Impact Fees Area K                         | 1,638,654                          |
| 372                                    | Road Impact Fees Area L                         | 914,886                            |
| 373                                    | Road Impact Fees Area M                         | 10,126,906                         |
| 374                                    | Road Impact Fees Area N                         | 1,405                              |
| 375                                    | Road Impact Fees Area O                         | 69,633                             |
| 376                                    | Road Impact Fees Area P                         | 15,115                             |
| 377                                    | Road Impact Fees Area Q                         | 9,318                              |
| 378                                    | Road Impact Fees Area R                         | 2,487,302                          |
| 456                                    | 30M Park Bond                                   | 1,311,909                          |

## Budget By Fund

| <u>Fund No.</u>                               | <u>Fund/Type/Title</u>                             | <u>FY 1996-97</u><br><u>Budget</u> |
|---|--|------------------------------------|
| <b><u>Capital Projects Funds (Cont'd)</u></b> |  |                                    |
| 457   | 26.3M Parks & Recreation Facilities '96            | \$ 25,296,685                      |
| 459   | Beach Improvement                                  | 9,745,378                          |
| 471   | Law Enforcement/Impact Fees Z-1                    | 127,925                            |
| 472   | Law Enforcement/Impact Fees Z-2                    | 2,217,945                          |
| 474   | Fire-Rescue Improvement                            | 6,042,624                          |
| 475   | Fire Impact Fees Z-1                               | 249,319                            |
| 476   | Fire Impact Fees Z-2                               | 602,022                            |
| 477   | Fire Impact Fees Z-3                               | 420,572                            |
| 479   | Fire-Rescue Impact Fees                            | 2,812,143                          |
| 480   | Park Improvement                                   | 8,636,202                          |
| 481   | Park Impact Fees Z-1                               | 7,562,764                          |
| 482   | Park Impact Fees Z-2                               | 14,372,968                         |
| 483   | Park Impact Fees Z-3                               | 10,151,820                         |
| 490   | Public Building Improvement                        | 13,105,361                         |
| 491   | Public Building Impact Fees                        | 4,874,844                          |
| 495   | Library Improvement                                | 103,896                            |
| 496   | Library Expansion Program                          | 2,467,449                          |
| 497   | Library Impact Fees                                | 1,545,100                          |
| Total Capital Projects Funds                  |  | \$ 471,989,697                     |
| <b><u>Enterprise Funds</u></b>                |  |                                    |
| 505   | Water Utilities Revenue                            | \$ 58,730,000                      |
| 506   | Water Utilities Operation & Maintenance            | 38,191,528                         |
| 510   | Water Utilities Renewal & Replacement              | 2,624,600                          |
| 511   | Water Utilities Capital Improvements               | 43,823,754                         |
| 513   | Water Utilities Connection Charge Account          | 17,913,324                         |
| 517   | Water Utilities Sinking Interest Account-Bonds '85 | 1,469,575                          |
| 518   | Bond Redemption A/C Bonds Ser 1985                 | 311,000                            |
| 519   | P & I Series 1995 Sinking                          | 3,205,518                          |
| 520   | Water Utilities Special Assessment Program         | 2,030,000                          |
| 522   | Water Utilities Sinking Interest Account Bonds     | 4,343,383                          |
| 524   | Water Utilities Debt Service Reserve Account       | 1,507,000                          |
| 525   | Constuction Trust Series 1995                      | 10,418,000                         |
| 527   | Water Utilities - Sinking Principal/Interest '93   | 3,040,535                          |
| 531   | Airports Operations                                | 53,905,691                         |
| 532   | Airports Capital Projects                          | 6,818,155                          |
| 541   | Airports Debt Service Account                      | 21,288,613                         |



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## Budget By Fund

| <u>Fund No.</u>                         | <u>Fund/Type/Title</u>                           | <u>FY 1996-97</u><br><u>Budget</u> |
|---|--|------------------------------------|
| <b><u>Enterprise Funds (Cont'd)</u></b> |  |                                    |
| 542                                     | Airports Debt Service Reserve Account            | \$ 15,987,521                      |
| 544                                     | Airports Improvement & Development               | 40,781,839                         |
| 545                                     | Airports Subord Indtns Bond - Debt Service       | 560,625                            |
| 547                                     | Airports 3.8M Sub Indebt'89 Debt Service Reserve | 478,287                            |
| 555                                     | Airport Passenger Facility Charges               | 21,105,598                         |
| 556                                     | Airports Noise Abatement & Mitigation            | 13,009,696                         |
| 558                                     | Airports Restricted Assets                       | 2,880,432                          |
| 581                                     | Transportation Authority                         | 43,770,700                         |
| 585                                     | Southwinds Golf Course                           | 1,945,608                          |
| 586                                     | Okeeheelee Golf Course                           | 1,929,195                          |
| Total Enterprise Funds                  |  | \$ 412,070,177                     |
| <b><u>Internal Service Funds</u></b>    |  |                                    |
| 601                                     | Fleet Management                                 | \$ 19,234,831                      |
| 623                                     | Employee Health Insurance                        | 14,906,086                         |
| 631                                     | Casualty Self Insurance                          | 6,664,000                          |
| 641                                     | Risk Management                                  | 10,205,419                         |
| 650                                     | Information Systems Services                     | 16,465,786                         |
| 661                                     | Graphics   | 979,718                            |
| Total Internal Service Funds            |  | \$ 68,455,840                      |
| <b><u>Trust and Agency Funds</u></b>    |  |                                    |
| 725                                     | Animal Regulation Trust Fund                     | \$ 21,808                          |
| Total Trust and Agency Funds            |  | \$ 21,808                          |
| <b>Total FY 1996-97 Budget</b>          |  | <b>\$ 1,881,251,498</b>            |

## Budget Summary

|   | General<br>Fund       | Special<br>Revenue<br>Funds | Debt Service<br>Funds | Capital<br>Projects<br>Funds | Enterprise<br>Funds   | Internal<br>Service<br>Funds | Trust &<br>Agency<br>Funds | Total                   |
|---|-----------------------|-----------------------------|-----------------------|------------------------------|-----------------------|------------------------------|----------------------------|-------------------------|
| <b>Estimated Revenues:</b>                        |                       |                             |                       |                              |                       |                              |                            |                         |
| Current Property Taxes                            | \$ 112,934,443        | \$ 199,994,100              | \$ 16,221,014         | \$ 7,912,969                 | \$ 0                  | \$ 0                         | \$ 0                       | \$ 337,062,526          |
| Licenses, Permits, & Other Tax                    | 3,841,662             | 89,664,869                  | 0                     | 27,424,000                   | 0                     | 0                            | 0                          | 120,930,531             |
| Intergovernmental Revenues                        | 24,586,720            | 109,104,663                 | 0                     | 7,106,353                    | 32,273,498            | 0                            | 0                          | 173,071,234             |
| Charges For Services                              | 10,745,594            | 24,083,486                  | 0                     | 50,000                       | 116,475,763           | 30,000                       | 0                          | 151,384,843             |
| Fines & Forfeitures                               | 159,100               | 7,242,000                   | 0                     | 0                            | 0                     | 0                            | 0                          | 7,401,100               |
| Miscellaneous Revenues                            | <u>16,723,173</u>     | <u>19,547,058</u>           | <u>173,280</u>        | <u>38,118,335</u>            | <u>18,346,688</u>     | <u>2,373,350</u>             | <u>1,700</u>               | <u>95,283,584</u>       |
| Total Revenue                                     | \$ 168,990,692        | \$ 449,636,176              | \$ 16,394,294         | \$ 80,611,657                | \$ 167,095,949        | \$ 2,403,350                 | \$ 1,700                   | \$ 885,133,818          |
| Other Financing Sources                           | <u>25,148,159</u>     | <u>64,294,772</u>           | <u>41,670,727</u>     | <u>62,582,484</u>            | <u>140,016,568</u>    | <u>57,744,957</u>            | <u>0</u>                   | <u>391,457,667</u>      |
| Total Revenue and Other<br>Financing Sources      | \$ 194,138,851        | \$ 513,930,948              | \$ 58,065,021         | \$ 143,194,141               | \$ 307,112,517        | \$ 60,148,307                | \$ 1,700                   | \$ 1,276,591,485        |
| Balances Beginning of Year                        | <u>41,115,704</u>     | <u>113,518,695</u>          | <u>7,944,757</u>      | <u>328,795,556</u>           | <u>104,957,660</u>    | <u>8,307,533</u>             | <u>20,108</u>              | <u>604,660,013</u>      |
| Total Estimated Revenues,<br>Sources and Balances | <u>\$ 235,254,555</u> | <u>\$ 627,449,643</u>       | <u>\$ 66,009,778</u>  | <u>\$ 471,989,697</u>        | <u>\$ 412,070,177</u> | <u>\$ 68,455,840</u>         | <u>\$ 21,808</u>           | <u>\$ 1,881,251,498</u> |



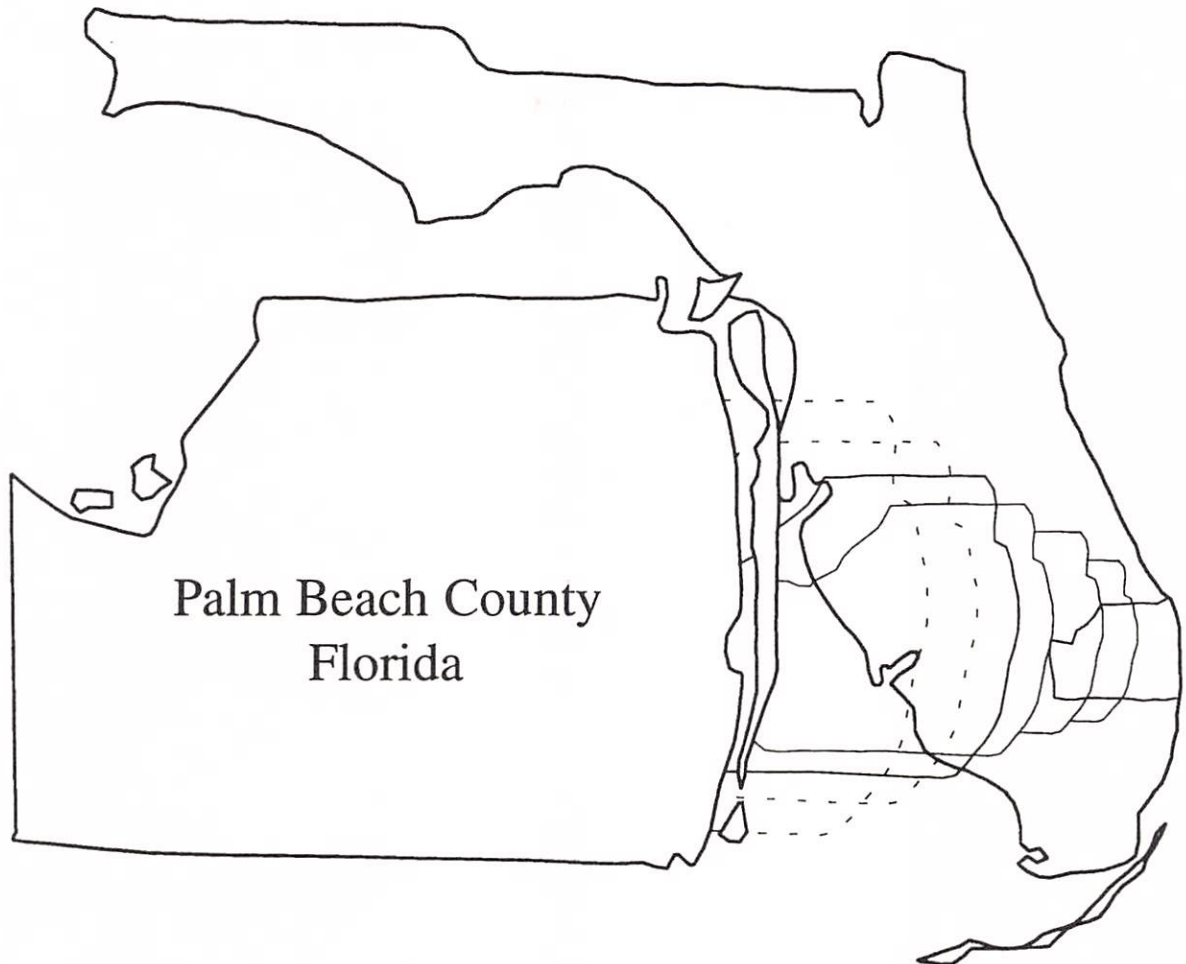
## Budget Summary

|   | General<br>Fund | Special<br>Revenue<br>Funds | Debt Service<br>Funds | Capital<br>Projects<br>Funds | Enterprise<br>Funds | Internal<br>Service<br>Funds | Trust &<br>Agency<br>Funds | Total            |
|---|-----------------|-----------------------------|-----------------------|------------------------------|---------------------|------------------------------|----------------------------|------------------|
| <b>Expenditures, Uses &amp; Reserves:</b>             |                 |                             |                       |                              |                     |                              |                            |                  |
| General Governmental Servi                            | \$ 102,415,523  | \$ 29,195,112               | \$ 0                  | \$ 57,532,278                | \$ 0                | \$ 0                         | \$ 0                       | \$ 189,142,913   |
| Public Safety   | 6,445,131       | 289,133,701                 | 0                     | 23,889,934                   | 0                   | 0                            | 0                          | 319,468,766      |
| Physical Environment                                  | 9,243,723       | 180,317                     | 0                     | 36,186,233                   | 75,112,128          | 0                            | 0                          | 120,722,401      |
| Transportation  | 617,754         | 29,386,440                  | 0                     | 72,294,221                   | 112,149,354         | 0                            | 0                          | 214,447,769      |
| Economic Environment                                  | 3,230,560       | 32,614,746                  | 0                     | 0                            | 0                   | 0                            | 0                          | 35,845,306       |
| Human Services  | 35,223,502      | 24,051,322                  | 0                     | 2,729,402                    | 0                   | 0                            | 21,808                     | 62,026,034       |
| Culture and Recreation                                | 26,581,903      | 18,561,570                  | 0                     | 56,054,368                   | 2,625,668           | 0                            | 0                          | 103,823,509      |
| Total Expenditures/Expenses                           | \$ 183,758,096  | \$ 423,123,208              | \$ 0                  | \$ 248,686,436               | \$ 189,887,150      | \$ 0                         | \$ 21,808                  | \$ 1,045,476,698 |
| Other Financing Uses                                  | 27,845,791      | 73,439,127                  | 62,406,066            | 5,899,055                    | 148,751,150         | 63,443,994                   | 0                          | 381,785,183      |
| Total Expenditures and Uses                           | \$ 211,603,887  | \$ 496,562,335              | \$ 62,406,066         | \$ 254,585,491               | \$ 338,638,300      | \$ 63,443,994                | \$ 21,808                  | \$ 1,427,261,881 |
| Reserves  | 23,650,668      | 130,887,308                 | 3,603,712             | 217,404,206                  | 73,431,877          | 5,011,846                    | 0                          | 453,989,617      |
| Total Appropriated Expenditures,<br>Uses and Reserves | \$ 235,254,555  | \$ 627,449,643              | \$ 66,009,778         | \$ 471,989,697               | \$ 412,070,177      | \$ 68,455,840                | \$ 21,808                  | \$ 1,881,251,498 |





# Capital Improvement Program







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## **Capital Improvement Program**

### **Capital Improvement Program: What is it and why do we have one?**

County government provides needed and desired urban services to the public. In order to provide these services, the County must furnish and maintain capital facilities and equipment, such as airports, roads and parks. The capital improvement program is a proposed schedule for the expenditure of funds to acquire or construct these needed improvements over the next six-year period. It represents a comprehensive and direct statement of the physical development policies of the County. The program has great significance in that it touches the life of each County resident and visitor through the provision of health, safety, transportation, recreation, and other services upon which we all depend.

### **Purpose and Benefits of Capital Programming**

#### **Capital Programming:**

1. Provides a means for coordinating and consolidating various departmental requests, thereby preventing duplication of projects and equipment.
2. Establishes a system of examining and prioritizing the needs of the County assuring that the most essential improvements are provided first.
3. Provides an important implementation device for growth management.
4. Allows sufficient time for investigation of project financing and implementation measures, and proper technical design.
5. Coordinates physical with financial planning, allowing maximum benefit from available public funds.
6. Helps provide an equitable distribution of public improvements throughout the County.

### **Development of the Capital Improvement Program**

Only projects that meet the definition of a capital improvement are included in the Capital Improvement Program. Capital improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$25,000 and have an expected useful life in excess of one year.

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Examples of typical capital improvements include:

- a. Road construction and improvements.
- b. New and expanded physical facilities for the community.
- c. Large scale rehabilitation or replacement of existing facilities.
- d. Purchase of equipment items that have a relatively long period of usefulness.
- e. The cost of engineering or architectural studies and services relative to the improvement.
- f. The acquisition of land for a community facility such as a park, highway, library, airport, etc.

Each year, the program is prepared from project requests submitted on special forms by the various departments and agencies of the County. The forms require a project description, justification, cost estimates, statement of impact on the County's annual operating budget, and an implementation schedule. Concurrently, with the preparation of the project requests, information concerning the financial resources available to the County is prepared by the Office of Financial Management and Budget.

After compilation of the requests, projects are reviewed and ranked by the Capital Projects Review Committee, composed of staff members from County Administration, the County's Engineering Department and the Office of Financial Management and Budget. This Committee's ranking, along with available funding, forms the basis of the program recommended.

The program recommended by the County Administrator is used by the Board of County Commissioners to develop the annual budget which becomes effective October 1st of each year. The first year of the Six-Year Capital Improvement Program (CIP) is formally adopted by the Board as the Capital Budget with the following five years showing projected, but unfunded, requirements. The CIP is an important tool for implementing the County's Comprehensive Plan. The Board of County Commissioners use the CIP to analyze the County's fiscal capability to finance and construct capital improvements.

### **Responsibilities in Program Preparation and Implementation**

The Capital Improvement Program, by virtue of its comprehensive character, necessarily involves the full realm of County operations. The County Administrator, Departments, Boards and the County Commission must coordinate their actions to accomplish a successful program for improving the community.

**Operating Departments:** The key role in the initial stages of capital programming falls upon the operating departments and department heads. By virtue of their technical knowledge and experience in the individual fields, it becomes their responsibility to initiate project requests and develop a program that states the need of each project as well as its relative importance in the department's program.



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**Office of Financial Management and Budget:** The Office of Financial Management and Budget (OFMB) provides information concerning the County's past, present, and future financial resources. OFMB prepares and distributes the package used by departments and agencies submitting requests. As the program develops, OFMB assists in the review and evaluation of project submissions and guides the administration of the program through its function of budget control and formulating changes in basic fiscal policies. OFMB coordinates the review by the Capital Project Review Committee and its ranking of projects. OFMB prepares the Six Year Capital Improvement Program for submission to and adoption by the Board of County Commissioners.

**Engineering and Facilities Development & Operations Departments:** In providing staff assistance these Departments have the following responsibilities in the capital programming process:

1. Provides assistance, if needed, in preparation of requests.
2. Receives and reviews the cost projections in the requests.
3. Provides information and assistance to the Office of Financial Management and Budget in the analysis of the County's financial requirements.
4. Provides assistance to the County Administrator, County Commission and staff in preparing the Commission adopted program.

**The Capital Projects Review Committee:** The Capital Projects Review Committee has the following responsibilities in the capital programming process.

1. Consultation with various submitting departments concerning their individual submissions.
2. Thorough examination of the entire program with the objectives of establishing the urgency and benefit of the projects and the proper sequence of programming the projects in relation to the current and projected financial resources.
3. Establishment of priorities and recommendation of a program with suggested or possible means of financing indicated.
4. Submission of a recommended program for Commission action. The deliberations of the Capital Projects Review Committee must be predicated on the objective of best providing for the health, safety, welfare and convenience of the public. While it is in a position to have a thorough awareness of community needs, it is often very aware of the limited financial resources available to satisfy those needs.

Thus, in capital programming, the recommended program must be a statement of relative community needs conditioned by the availability of the resources to finance them.

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**County Commission:** While departments, boards and committees play a very significant role in the capital improvement programming process, the ultimate success of the program rests with the County Commission. They alone, as elected officials, can authorize the expenditure of public funds, in this case by adopting the first year of the capital improvement program as that fiscal year's capital budget. Therefore, the final priorities placed on community needs and the subsequent satisfaction of those needs are a matter of legislative decision and control.

## Project Priorities

Establishing priorities for the various projects is essential to properly plan and recommend alternatives for financing current as well as future projects. In setting priorities, each department should assume that certain projects will not be recommended to the Board because of limited funding resources.

The following mechanism for categorizing County Capital Projects has been developed in order to determine priorities for the allocation of available funds to projects:

1. **Basic or Core Services** - These are services that are best performed at the local level and are most closely linked to protecting the health and safety of citizens. Legally mandated services or commitments are also included in this category.
2. **Maintenance of Effort Services** - These are services which the County has traditionally provided or which reflect a major capital investment requiring an expenditure of funds to maintain.
3. **Quality of Life** - These are activities which are provided for more specialized groups and enhance the desirability of Palm Beach County as a place to live.

Within each category, projects are ranked as:

1. Essential
2. Necessary
3. Desirable

The following matrix demonstrates the resulting order priority that a department would rate its proposed capital projects.

| BASIC SERVICES | MAINTENANCE OF EFFORT | QUALITY OF LIFE |
|----------------|-----------------------|-----------------|
| Essential (1)  | Essential (2)         | Essential (3)   |
| Necessary (4)  | Necessary (5)         | Necessary (6)   |
| Desirable (7)  | Desirable (8)         | Desirable (9)   |



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Basic service essential projects are considered highest priority and Quality of Life desirable projects last priority.

### **Other Considerations**

- ✓ Impact on County revenues and annual operating budget
- ✓ Degree of urgency
- ✓ Whether or not the project duplicates another public or private facility
- ✓ Other factors not directly addressed above
- ✓ Whether or not the project is required by legislative mandate

### **Relationships Between the Operating and Capital Budgets**

There are many features that distinguish Palm Beach County's operating budget from the capital budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all County services, but does not result in major physical assets for the County. Year to year, changes in the operating budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, in the size of the County and in the types and levels of services provided. Resources for the operating budget are generally provided by taxes, user fees, and inter-governmental payments that generally recur from year to year.

The capital budget, on the other hand, includes one-time costs for projects that may last several years. The projects result in major physical assets in the County. Resources for the capital budget are generally provided by bond proceeds, impact fees, grants, and taxes.

In spite of these differences, the operating and capital budgets are closely linked. The most obvious connection is the fact that the operating budget assumes the cost of maintaining and operating new facilities that are built under the capital budget.

Operational needs drive the capital budget. For example, major expansion requirements in the 1996-97 capital budget are Sheriff Facilities, parks, mass transportation and libraries, which were necessitated by continued population growth and the County's role in providing these basic services to the citizens.

Some capital improvements will actually decrease maintenance costs, such as replacement of fire trucks and water lines or reconstruction of roads. Long term operations and maintenance costs resulting from the six year capital improvement program are addressed in the CIP document, published separately.

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## Capital Improvement Budget Summary

The 1996-97 capital improvement budget has appropriations totaling \$606.9 million. The capital improvement program is financed primarily through bonds, impact fees, balance brought forward and taxes. A detailed capital project listing is contained in the capital improvement program document, published separately. Some of the highlights of the capital improvement program include:

**Airports** - Capital projects budgeted by Airports include a roadway canopy, air cargo apron, land acquisition, additional parking and construction of new hangers. These projects total \$63.2 million.

**General Government/Criminal Justice/Environmental Lands & Beaches** - These projects include amounts budgeted for general government buildings including land acquisition, design and construction. The FY 1996-97 budget is \$194.9 million and includes various criminal justice facilities, telephone systems, courthouse parking garage, a new professional sports facility, data processing equipment, environmentally sensitive land purchases, beach renourishment and other general government capital projects.

**Fire/Rescue** - These projects total \$10.1 million and include three new stations, paving, and an 800 MHZ system.

**Libraries** - The projects primarily consist of the Library Expansion Program which was approved by the voters of the County in 1986. The program was funded by a one-half mill ad valorem tax levy for two years. Library projects total \$4.1 million.

**Mass Transit** - These projects total \$18.3 million and are for a Transit Hub Center and a new administration and maintenance facility.

**Parks** - These projects include various parks financed by the \$30 million Park Development Bonds and a FY 1996 \$26.3 million bond issue for special recreation facilities and community parks. Parks projects are budgeted for \$67.6 million in FY 1996-97.

**Roads** - These projects total \$181.5 million and consist of right-of-way acquisition and design and construction of various County roads. The majority of the projects are those identified in the County's Five Year Road Program as adopted by the Board of County Commissioners.

**Street & Drainage Improvements** - These projects total \$9.0 million and are largely for infrastructure improvements to County maintained bridges, culverts and other street pavement, curbing and canal drainage projects.

**Water Utilities** - These projects total \$58.0 million including water and wastewater treatment plants, system improvements and the expansion of various existing facilities.



## Capital Projects By Type

| Project Type                   | Actual<br>FY 1994-95 | Budget<br>FY 1995-96 | Estimated<br>FY 1995-96 | Budget<br>FY 1996-97 |
|--------------------------------|----------------------|----------------------|-------------------------|----------------------|
| Airports                       | \$6,837,085          | \$66,381,250         | \$21,036,248            | \$63,206,428         |
| General Government             | 19,858,182           | 83,917,272           | 14,836,981              | 93,378,973           |
| Criminal Justice               | 9,565,482            | 50,187,287           | 16,750,660              | 41,622,849           |
| Environmental Lands & Beaches  | 18,577,770           | 67,791,403           | 26,683,886              | 59,906,113           |
| Fire/Rescue                    | 519,684              | 8,754,826            | 936,191                 | 10,126,680           |
| Library                        | 3,853,939            | 4,233,929            | 911,369                 | 4,116,445            |
| Mass Transportation            | 13,598,642           | 25,366,593           | 8,045,128               | 18,325,537           |
| Parks                          | 17,546,720           | 37,508,969           | 4,995,742               | 67,594,179           |
| Roads                          | 37,625,834           | 159,703,817          | 36,235,871              | 181,547,457          |
| Street & Drainage Improvements | 3,751,378            | 11,784,622           | 4,721,694               | 9,042,937            |
| Water Utilities                | <u>21,500,394</u>    | <u>93,524,210</u>    | <u>55,939,000</u>       | <u>57,989,622</u>    |
| <b>Total Capital Projects</b>  | <b>\$153,235,110</b> | <b>\$609,154,178</b> | <b>\$191,092,770</b>    | <b>\$606,857,220</b> |
|                                |                      |                      |                         |                      |

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**FY 1996-97 Capital Budget  
Schedule of Funding Sources**

|                       |                             |
|-----------------------|-----------------------------|
| Taxes (Ad Valorem)    | \$7,912,969                 |
| Interest              | 13,250,387                  |
| Gas Tax               | 27,424,000                  |
| Assessments           | 437,500                     |
| Impact Fees           | 19,301,000                  |
| Bond Proceeds         | 60,200,000                  |
| Other                 | 17,962,695                  |
| Statutory Reserves    | (3,294,410)                 |
| Balance Forward       | <u>328,795,556</u>          |
| <b>Total Revenues</b> | <b><u>\$471,989,697</u></b> |

**Appropriations By Category**

|                               |                             |
|-------------------------------|-----------------------------|
| Criminal Justice              | \$41,959,792                |
| Environmental Lands & Beaches | 59,906,113                  |
| Fire Rescue                   | 10,126,680                  |
| General Government            | 96,092,489                  |
| Libraries                     | 4,116,445                   |
| Parks                         | 67,476,179                  |
| Road Program                  | 183,269,062                 |
| Street & Drainage             | <u>9,042,937</u>            |
| <b>Total Appropriations</b>   | <b><u>\$471,989,697</u></b> |



**Reserves Included in  
FY 1996-97 Capital Budget**

|  | <u>Major<br/>Components</u> | <u>Program<br/>Totals</u> |
|--|-----------------------------|---------------------------|
| <b>Criminal Justice</b>                  |                             | \$9,425,102               |
| Criminal Justice Facility Program        | \$1,422,832                 |                           |
| PBSO Light Industrial Facility           | \$6,000,000                 |                           |
| Law Enforcement Impact Fees              | \$1,590,275                 |                           |
| Judicial Parking Garage                  | \$411,995                   |                           |
| <b>Total for Major Components</b>        | \$9,425,102                 |                           |
| <b>Environmental Lands &amp; Beaches</b> |                             | \$25,153,718              |
| Environmentally Sensitive Lands          | \$22,090,270                |                           |
| Beach Improvements                       | \$3,063,448                 |                           |
| <b>Total for Major Components</b>        | \$25,153,718                |                           |
| <b>Fire Rescue</b>                       |                             | \$3,168,272               |
| Fire Rescue Improvements                 | \$1,529,202                 |                           |
| Fire Rescue Impact Fees                  | \$1,639,070                 |                           |
| <b>Total for Major Components</b>        | \$3,168,272                 |                           |
| <b>General Government</b>                |                             | \$42,680,763              |
| New Project Reserves                     | \$48,000                    |                           |
| Public Building Impact Fees              | \$3,772,807                 |                           |
| <b>Total for Major Components</b>        | \$3,820,807                 |                           |
| <b>Libraries</b>                         |                             | \$2,024,783               |
| Expansion Program                        | \$745,539                   |                           |
| Library Impact Fees                      | \$1,265,348                 |                           |
| <b>Total for Major Components</b>        | \$2,010,887                 |                           |
| <b>Parks</b>                             |                             | \$13,531,465              |
| Park Bonds                               | \$140,204                   |                           |
| Park Improvements                        | \$2,644,870                 |                           |
| Park Impact Fees                         | \$10,746,391                |                           |
| <b>Total for Major Components</b>        | \$13,531,465                |                           |
| <b>Road Program</b>                      |                             | \$115,049,682             |
| Project Reserves                         | \$67,878,143                |                           |
| Sweep Reserves                           | \$5,424,068                 |                           |
| Road Impact Fees                         | \$41,747,471                |                           |
| <b>Total for Major Components</b>        | \$115,049,682               |                           |
| <b>Street &amp; Drainage</b>             |                             | \$6,370,421               |
| Program Reserves                         | \$6,370,421                 |                           |
| <b>Total for Major Components</b>        | \$6,370,421                 |                           |
| <b>Total All Programs</b>                |                             | \$217,404,206             |

**FY 1996-97 Capital Budget  
Revenues and Appropriations by Category**

| <u>Revenues</u>       | <u>Criminal<br/>Justice</u> | <u>Environ.<br/>Land &amp; Bchs.</u> | <u>Fire<br/>Rescue</u> | <u>General<br/>Gov't</u> | <u>Libraries</u>   |
|-----------------------|-----------------------------|--------------------------------------|------------------------|--------------------------|--------------------|
| Taxes (Ad Valorem)    | \$0                         | \$0                                  | \$0                    | \$7,912,969              | \$0                |
| Interest              | 940,800                     | 932,400                              | 265,700                | 3,029,219                | 117,400            |
| Gas Tax               | 0                           | 0                                    | 0                      | 0                        | 0                  |
| Assessments           | 0                           | 0                                    | 0                      | 0                        | 0                  |
| Impact Fees           | 575,000                     | 0                                    | 605,000                | 1,021,000                | 593,000            |
| Bond Proceeds         | 6,505,000                   | 0                                    | 0                      | 37,885,000               | 0                  |
| Other                 | 0                           | 8,521,679                            | 1,321,000              | 1,338,136                | 189,010            |
| Statutory Reserves    | (75,790)                    | (46,560)                             | (43,535)               | (536,772)                | (35,520)           |
| Balances Forward      | 34,014,782                  | 50,498,594                           | 7,978,515              | 45,442,937               | 3,252,555          |
| <b>Total Revenues</b> | <b>\$41,959,792</b>         | <b>\$59,906,113</b>                  | <b>\$10,126,680</b>    | <b>\$96,092,489</b>      | <b>\$4,116,445</b> |

**Appropriations**

|                             |                     |                     |                     |                     |                    |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Projects                    | \$30,971,450        | \$34,752,395        | \$6,958,408         | \$51,924,507        | \$2,091,662        |
| Transfers                   | 1,385,186           | 0                   | 0                   | 662,632             | 0                  |
| Reserves                    | 9,425,102           | 25,153,718          | 3,168,272           | 42,680,763          | 2,024,783          |
| Debt Service Expense        | 178,054             | 0                   | 0                   | 824,587             | 0                  |
| <b>Total Appropriations</b> | <b>\$41,959,792</b> | <b>\$59,906,113</b> | <b>\$10,126,680</b> | <b>\$96,092,489</b> | <b>\$4,116,445</b> |



**FY 1996-97 Capital Budget  
Revenues and Appropriations by Category**

| <u>Revenues</u>              | <u>Parks</u>        | <u>Road<br/>Program</u> | <u>Street &amp;<br/>Drainage</u> | <u>Total</u>         |
|------------------------------|---------------------|-------------------------|----------------------------------|----------------------|
| Taxes (Ad Valorem)           | \$0                 | \$0                     | \$0                              | \$7,912,969          |
| Interest                     | 2,603,113           | 5,085,300               | 276,455                          | 13,250,387           |
| Gas Tax                      | 0                   | 27,424,000              | 0                                | 27,424,000           |
| Assessments                  | 0                   | 0                       | 437,500                          | 437,500              |
| Impact Fees                  | 5,843,000           | 10,664,000              | 0                                | 19,301,000           |
| Bond Proceeds                | 0                   | 15,810,000              | 0                                | 60,200,000           |
| Other                        | 3,838,750           | 2,641,491               | 112,629                          | 17,962,695           |
| Statutory Reserves           | (362,170)           | (2,158,580)             | (35,483)                         | (3,294,410)          |
| Balances Forward             | 55,553,486          | 123,802,851             | 8,251,836                        | 328,795,556          |
| <b>Total Revenues</b>        | <b>\$67,476,179</b> | <b>\$183,269,062</b>    | <b>\$9,042,937</b>               | <b>\$471,989,697</b> |
| <b><u>Appropriations</u></b> |                     |                         |                                  |                      |
| Projects                     | \$53,944,714        | \$66,497,775            | \$2,672,516                      | \$249,813,427        |
| Transfers                    | 0                   | 1,721,605               | 0                                | 3,769,423            |
| Reserves                     | 13,531,465          | 115,049,682             | 6,370,421                        | 217,404,206          |
| Debt Service Expense         | 0                   | 0                       | 0                                | 1,002,641            |
| <b>Total Appropriations</b>  | <b>\$67,476,179</b> | <b>\$183,269,062</b>    | <b>\$9,042,937</b>               | <b>\$471,989,697</b> |

**FY 1996-97 Capital Budget**  
**Projects Funded from Ad Valorem Taxes**

| Department/Project                              | Previous<br>Funding | Requested<br>Amount | Approved<br>Project<br>Funding | Future<br>Funding  | Estimated<br>Total<br>Cost |
|---|---------------------|---------------------|--------------------------------|--------------------|----------------------------|
| <b>County Cooperative Extension Service</b>     |                     |                     |                                |                    |                            |
| Mounts Botanical Garden                         | \$100,000           | \$150,000           | \$150,000                      | \$750,000          | \$1,000,000                |
| <b>Community Services</b>                       |                     |                     |                                |                    |                            |
| Riviera Beach CS Building                       | 200,000             | 2,800,000           | 1,000,000                      | 1,800,000          | 3,000,000                  |
| <b>Engineering - Other</b>                      |                     |                     |                                |                    |                            |
| Stub Canal                                      | 1,105,387           | 1,735,500           | 0                              | 0                  | 1,105,387                  |
| Local Drainage - Highland Pines                 | 0                   | 74,500              | 74,500                         | 713,000            | 787,500                    |
| Local Drainage - Sun Valley                     | 0                   | 58,500              | 58,500                         | TBD                | 58,500                     |
| Local Drainage - Cabana Colony                  | 0                   | 53,150              | 53,150                         | 484,000            | 537,150                    |
| Linton Blvd Bascule Bridge Sub-Cable & Fend     | 0                   | 700,000             | 700,000                        | 0                  | 700,000                    |
| Seminole Pratt Whitney Road Guardrail           |                     | 100,000             | 0                              |                    | 0                          |
| Limestone Creek                                 | 755,300             | 500,000             | 500,000                        | 900,000            | 2,155,300                  |
| <b>Total Engineering</b>                        | <b>\$1,860,687</b>  | <b>\$3,221,650</b>  | <b>\$1,386,150</b>             | <b>\$2,097,000</b> | <b>\$5,343,837</b>         |
| <b>Facilities - Services Divisions</b>          |                     |                     |                                |                    |                            |
| <b>Communications</b>                           |                     |                     |                                |                    |                            |
| Interactive Voice Response                      |                     | 0                   |                                | 0                  | 0                          |
| Fire Alarm System - Governmental Center         | 81,000              | 26,000              | 26,000                         | 0                  | 107,000                    |
| Telephone System - PBSO Drug Farm               | 0                   | 53,000              | 53,000                         | 0                  | 53,000                     |
| <b>Facilities Management</b>                    |                     |                     |                                |                    |                            |
| Indoor Air Quality - Delray Health Center       | 80,000              | 30,000              | 30,000                         | 0                  | 110,000                    |
| Government Center Carpet                        | 55,000              | 85,000              | 85,000                         | 140,000            | 280,000                    |
| Energy Conservation                             | 200,000             | 100,000             | 100,000                        | 225,000            | 525,000                    |
| Weatherproofing                                 | 250,000             | 100,000             | 100,000                        | 500,000            | 850,000                    |
| Backflow Prevention                             | 0                   | 110,000             | 110,000                        | 0                  | 110,000                    |
| Chiller Replacement at Criminal Justice Coastal | 0                   | 60,000              | 60,000                         | 600,000            | 660,000                    |
| A/C Upgrade at GCC                              | 0                   | 300,000             | 200,000                        | 0                  | 200,000                    |
| Hurricane Shutters for Animal Care Facility     | 0                   | 125,000             | 0                              | 0                  | 0                          |
| North Regional Shop Relocation                  | 0                   | 25,000              | 25,000                         | 0                  | 25,000                     |
| Emergency Generator at Animal Care              |                     | 0                   | 0                              |                    | 0                          |
| Carlin Park Caretaker Facility                  | 0                   | 25,000              | 25,000                         | 0                  | 25,000                     |
| Repair Exterior at Belle Glade Jail             | 0                   | 25,000              | 25,000                         | 0                  | 25,000                     |
| Repave South County Admin Parking Lot           | 0                   | 48,000              | 48,000                         | 0                  | 48,000                     |
| Replace Air Handler CJC East Tower              | 0                   | 50,000              | 50,000                         | 50,000             | 100,000                    |
| Replace A/C Units at Buildings 501 & 503        | 0                   | 50,000              | 50,000                         | 0                  | 50,000                     |
| Replace A/C Units at Stockade Bldgs F, G & H    | 0                   | 50,000              | 50,000                         | 0                  | 50,000                     |
| Replace Computer Room A/C at CJC                | 0                   | 80,000              | 80,000                         | 0                  | 80,000                     |
| Storage Building at CJC                         | 0                   | 55,000              | 55,000                         | 0                  | 55,000                     |
| Upgrade Computer Room at South County Ad        | 0                   | 0                   | 0                              | 0                  | 0                          |
| Replace/Upgrade Chillers at GCC                 | 0                   | 0                   | 0                              | 0                  | 0                          |
| <b>Total Facilities - Services Divisions</b>    | <b>\$666,000</b>    | <b>\$1,397,000</b>  | <b>\$1,172,000</b>             | <b>\$1,515,000</b> | <b>\$3,353,000</b>         |



**FY 1996-97 Capital Budget**  
**Projects Funded from Ad Valorem Taxes**

| Department/Project  | Previous<br>Funding                               | Requested<br>Amount | Approved<br>Project<br>Funding | Future<br>Funding   | Estimated<br>Total<br>Cost |
|---|---|---------------------|--------------------------------|---------------------|----------------------------|
| <b>Facilities - Public Buildings &amp; Land</b>   |   |                     |                                |                     |                            |
| Land Due Diligence  | 0   | \$50,000            | \$50,000                       | \$200,000           | \$250,000                  |
| Reroofing Program   | 0   | 413,000             | 413,000                        | 1,106,000           | 1,519,000                  |
| Renovations - Various Facilities  | 0   | 75,000              | 75,000                         | 300,000             | 375,000                    |
| North County Facilities Management Shop   | 0   | 0                   | 0                              | 0                   | 0                          |
| PBSO North County Maintenance   | 0   | 0                   | 0                              | 0                   | 0                          |
| Facilities Condition Assessment   | 0   | 0                   | 0                              | 1,100,000           | 1,100,000                  |
| Engineering Building Modifications  | 0   | 400,000             | 0                              | 0                   | 0                          |
| Property Insurance Reduction - Various  | 0   | 45,000              | 45,000                         | 0                   | 45,000                     |
| Relocate North County Maintenance Shop  | Included in Facilities Services Divisions Request |                     |                                |                     |                            |
| <b>Total Public Buildings</b>   | <b>\$0</b>  | <b>\$983,000</b>    | <b>\$583,000</b>               | <b>\$2,706,000</b>  | <b>\$3,289,000</b>         |
| <b>Public Safety</b>  |   |                     |                                |                     |                            |
| EMS Upgrade   | 63,600  | 200,000             | 200,000                        | 800,000             | 1,063,600                  |
| EOC Move  | 0   | 855,000             | 855,000                        | 0                   | 855,000                    |
| Disaster Radar Equipment  | 137,803   | 30,000              | 30,000                         | 200,000             | 367,803                    |
| <b>Total Public Safety</b>  | <b>201,403</b>                                    | <b>1,085,000</b>    | <b>1,085,000</b>               | <b>1,000,000</b>    | <b>2,286,403</b>           |
| <b>Non Departmental Specific</b>  |   |                     |                                |                     |                            |
| GIS Computer System   | 2,395,000   | 405,000             | 405,000                        | 1,000,000           | 3,800,000                  |
| Criminal Justice Information System   | 8,346,732   | 3,000,000           | 1,073,500                      | 2,177,600           | 11,597,832                 |
| WAN Information/Highway   | 2,962,000   | 1,254,600           | 1,254,600                      | 0                   | 4,216,600                  |
| Oracle Licenses for PR/HRMS   | 0   | 418,560             | 418,560                        | 0                   | 418,560                    |
| New Technology/Transformation Plan  | 2,097,250   | 5,056,224           | 3,056,224                      | 11,570,400          | 16,723,874                 |
| Environmental Cleanup   | 150,000   | 150,000             | 150,000                        | 750,000             | 1,050,000                  |
| <b>Total Non-Departmental</b>   | <b>15,950,982</b>                                 | <b>10,284,384</b>   | <b>6,357,884</b>               | <b>15,498,000</b>   | <b>37,806,866</b>          |
| <b>Parks &amp; Recreation</b>   |   |                     |                                |                     |                            |
| Commission District Reserves-97   |   | 0                   | 1,400,000                      | 0                   | 1,400,000                  |
| North County/FIND land exchange (Juno Park)   |   | 0                   | 150,000                        | 1,350,000           | 1,500,000                  |
| <b>Total Parks &amp; Recreation</b>   | <b>0</b>  | <b>0</b>            | <b>1,550,000</b>               | <b>1,350,000</b>    | <b>2,900,000</b>           |
| <b>Total Ad Valorem Funded Projects</b>   | <b>\$18,979,072</b>                               | <b>\$19,921,034</b> | <b>\$13,284,034</b>            | <b>\$26,716,000</b> | <b>\$58,979,106</b>        |
| <b>Funding Available from projected excess interest earnings and project "sweeps which can be used to offset FY 1997 ad valorem requirements.</b> |   |                     | <b>\$3,800,000</b>             |                     |                            |
| <b>Net Ad Valorem Funding Required</b>  |   |                     | <b>\$9,484,034</b>             |                     |                            |

**FY 1996-97 Capital Budget**  
**Projects Funded from Non Ad Valorem Revenues**

| Department/Project  | Previous<br>Funding  | Requested<br>Amount | Management<br>Recommended<br>Funding | Future<br>Funding  | Estimated<br>Total<br>Cost |
|---|----------------------|---------------------|--------------------------------------|--------------------|----------------------------|
| <b>County Cooperative Extension Service</b>               |                      |                     |                                      |                    |                            |
| Mounts Botanical Garden                                   | \$0                  | \$1,140,000         | \$1,140,000                          | \$6,770,000        | \$7,910,000                |
| <b>Facilities - Services Divisions</b>                    |                      |                     |                                      |                    |                            |
| <b>Communications</b>                                     |                      |                     |                                      |                    |                            |
| Telephone System - Judicial Parking Garage                | 0                    | 66,000              | 66,000                               | 0                  | 66,000                     |
| <b>Fleet Management</b>                                   |                      |                     |                                      |                    |                            |
| Building "E" Parts/Lunch/Storage Area                     | 0                    | 65,000              | 65,000                               | 0                  | 65,000                     |
| <b>Total Facilities - Services Divisions</b>              | <b>\$0</b>           | <b>\$131,000</b>    | <b>\$131,000</b>                     | <b>\$0</b>         | <b>\$131,000</b>           |
| <b>Facilities - Public Buildings &amp; Land</b>           |                      |                     |                                      |                    |                            |
| Mid-Western Service Center                                | 0                    | 250,000             | 250,000                              | 2,500,000          | 2,750,000                  |
| North County Govenment Center                             | 700,000              | 11,000,000          | 11,000,000                           | 0                  | 11,700,000                 |
| PBSO Light Industrial Facility                            | 0                    | 5,970,000           | 5,970,000                            | 0                  | 5,970,000                  |
| South County Courthouse Parcel 2 Demolition               | 0                    | 20,000              | 20,000                               | 0                  | 20,000                     |
| <b>Total Public Buildings</b>                             | <b>\$700,000</b>     | <b>\$17,240,000</b> | <b>\$17,240,000</b>                  | <b>\$2,500,000</b> | <b>\$20,440,000</b>        |
| <b>Public Safety</b>                                      |                      |                     |                                      |                    |                            |
| Medical Examiners Office                                  | 200,000              | 1,850,000           | 1,850,000                            | 0                  | 2,050,000                  |
| <b>ERM - Environmental Lands &amp; Beach Improvements</b> |                      |                     |                                      |                    |                            |
| <b>Environmentally Sensitive Land Projects</b>            |                      |                     |                                      |                    |                            |
| Bee Line Corridor   | 0                    | 50,000              | 50,000                               | 0                  | 50,000                     |
| Delray Oaks Natural Area                                  | 3,643,548            | 191,710             | 191,710                              | 0                  | 3,835,258                  |
| Fox Property  | 0                    | 4,489,600           | 4,489,600                            | 430,840            | 4,920,440                  |
| Frenchman's Forest Natural Area                           | 6,160,028            | 297,810             | 297,810                              | 20,000             | 6,477,838                  |
| Juno Hills Natural Area                                   | 26,644,858           | 95,000              | 95,000                               | 328,485            | 27,068,343                 |
| Jupiter Ridge Natural Area                                | 23,827,118           | 178,710             | 178,710                              | 0                  | 24,005,828                 |
| Knob Jill Natural Area                                    | 422,864              | 20,000              | 20,000                               | 0                  | 442,864                    |
| Loxahatchee River Natural Area                            | 1,579,458            | 179,000             | 179,000                              | 0                  | 1,758,458                  |
| Loxahatchee Slough Natural Area                           | 27,969,354           | 14,430,000          | 14,430,000                           | 7,482,775          | 49,882,129                 |
| Pal-Mar (Corbett Buffer)                                  | 400,641              | 30,000              | 30,000                               | 0                  | 430,641                    |
| Rosemary Scrub Natural Area                               | 732,402              | 109,340             | 109,340                              | 0                  | 841,742                    |
| Royal Palm Beach Pines Natural Area                       | 6,290,291            | 60,000              | 60,000                               | 0                  | 6,350,291                  |
| Seacrest Scrub Natural Area                               | 2,407,001            | 93,768              | 93,768                               | 0                  | 2,500,769                  |
| Unit 11   | 100,000              | 1,087,704           | 1,087,704                            | 0                  | 1,187,704                  |
| Yamato Scrub Natural Area                                 | 1,372,609            | 9,545,812           | 9,545,812                            | 101,810            | 11,020,231                 |
| ESL Program Reserves                                      | 0                    | 6,193,957           | 6,193,957                            | 0                  | 6,193,957                  |
| <b>Total ESL Program Projects</b>                         | <b>\$101,550,172</b> | <b>\$37,052,411</b> | <b>\$37,052,411</b>                  | <b>\$8,363,910</b> | <b>\$146,966,493</b>       |
| <b>Beach Improvement Program Projects</b>                 |                      |                     |                                      |                    |                            |
| Coral Cove Dune Restoration #2                            | 0                    | 11,500              | 11,500                               | 0                  | 11,500                     |
| Delray Beach Shore Protection Project #2                  | 0                    | 57,116              | 57,116                               | 0                  | 57,116                     |
| Emergency Beach Projects                                  | 0                    | 100,000             | 100,000                              | 0                  | 100,000                    |
| Intracoastal Waterway Beach Sand                          | 0                    | 5,000               | 5,000                                | 0                  | 5,000                      |
| Juno Beach Shore Protection Project                       | 0                    | 215,000             | 215,000                              | 0                  | 215,000                    |
| Jupiter/Carlin Dune Restoration #2                        | 0                    | 25,712              | 25,712                               | 0                  | 25,712                     |
| Jupiter/Carlin Shore Protection Project                   | 0                    | 675,000             | 675,000                              | 0                  | 675,000                    |



**FY 1996-97 Capital Budget**  
**Projects Funded from Non Ad Valorem Revenues**

| Department/Project                        | Previous<br>Funding | Requested<br>Amount | Management<br>Recommended<br>Funding | Future<br>Funding | Estimated<br>Total<br>Cost |
|---|---------------------|---------------------|--------------------------------------|-------------------|----------------------------|
| Lake Worth Dune Restoration               | 0                   | 85,000              | 85,000                               | 0                 | 85,000                     |
| Lake Worth Inlet Management Plan          | 0                   | 20,000              | 20,000                               | 0                 | 20,000                     |
| Loggerhead Park Dune Restoration          | 0                   | 30,000              | 30,000                               | 0                 | 30,000                     |
| North Boca Raton Shore Protection Project | 0                   | 492,065             | 492,065                              | 0                 | 492,065                    |
| Ocean Cay Dune Restoration                | 0                   | 180,374             | 180,374                              | 0                 | 180,374                    |
| Ocean Ridge Shore Protection Project      | 0                   | 4,625,000           | 4,625,000                            | 0                 | 4,625,000                  |
| Palm Beach Midtown Shore Protection       | 0                   | 305,000             | 305,000                              | 0                 | 305,000                    |
| Palm Beach/South P B Dune Restoration     | 0                   | 730,970             | 730,970                              | 0                 | 730,970                    |
| Riviera Beach Dune Restoration #2         | 0                   | 22,650              | 22,650                               | 0                 | 22,650                     |
| Shoreline Protection Program Activities   | 0                   | 98,413              | 98,413                               | 0                 | 98,413                     |
| Singer Island Breakwater                  | 0                   | 886,229             | 886,229                              | 0                 | 886,229                    |
| Singer Island Dune Restoration            | 0                   | 30,301              | 30,301                               | 0                 | 30,301                     |
| South Inlet Dune Restoration              | 0                   | 60,000              | 60,000                               | 0                 | 60,000                     |
| <b>Total Beach Projects</b>               | <b>\$0</b>          | <b>\$8,655,330</b>  | <b>\$8,655,330</b>                   | <b>\$0</b>        | <b>\$8,655,330</b>         |
| <b>Sheriff</b>                            |                     |                     |                                      |                   |                            |
| PBSO Weapons Range Access Road            | 0                   | 55,038              | 55,038                               | 0                 | 55,038                     |
| Law Enforcement Impact Fees               | 0                   | 0                   | 0                                    | 0                 | 0                          |
| PBSO Vehicle Maint & Purchasing Facility  | 0                   | 191,050             | 0                                    | 191,050           | 191,050                    |
| PBSO Heart Trail                          | 0                   | 30,000              | 0                                    | 0                 | 0                          |
| Aviation Unit Expansion - Trauma Hawk     | 0                   | 500,000             | 0                                    | 0                 | 0                          |
| <b>Total Sheriff</b>                      | <b>\$0</b>          | <b>\$776,088</b>    | <b>\$55,038</b>                      | <b>\$191,050</b>  | <b>\$246,088</b>           |
| <b>Parks &amp; Recreation</b>             |                     |                     |                                      |                   |                            |
| Riverbend/Reese Grove Park                | 200,000             | 500,000             | 500,000                              | 4,135,000         | 4,835,000                  |
| District/Regional Park Land Acquisition   | 470,000             | 300,000             | 300,000                              | 900,000           | 1,670,000                  |
| Peanut Island Phase I                     | 400,000             | 400,000             | 400,000                              | 0                 | 800,000                    |
| Ocean Cay Park                            | 1,100,000           | 100,000             | 100,000                              | 0                 | 1,200,000                  |
| Peanut Island Phase I                     | 450,000             | 250,000             | 250,000                              | 500,000           | 1,200,000                  |
| Jupiter Beach Park Expansion              | 83,000              | 100,000             | 100,000                              | 0                 | 183,000                    |
| Public Shooting Range (phase 1)           | 0                   | 200,000             | 200,000                              | 0                 | 200,000                    |
| Dubois Park Marina                        |                     | 0                   | 0                                    |                   | 0                          |
| Burt Reynolds Park Improvements           | 100,000             | 62,000              | 62,000                               | 0                 | 162,000                    |
| Carlin Park North side Improvements       | 0                   | 75,000              | 75,000                               | 100,000           | 175,000                    |
| Okeeheelee Nature Center                  | 400,000             | 100,000             | 100,000                              | 0                 | 500,000                    |
| District Park "B" - West Boynton          | 1,017,000           | 1,170,000           | 1,170,000                            | 4,040,000         | 6,227,000                  |
| John Prince Park Maintenance Building     | 225,000             | 150,000             | 150,000                              | 0                 | 375,000                    |
| John Prince Park Improvements             | 150,000             | 350,000             | 350,000                              | 0                 | 500,000                    |
| Okeeheelee Golf Course Improvements       | 0                   | 320,000             | 320,000                              | 0                 | 320,000                    |
| Sansbury Way Park                         | 0                   | 50,000              | 50,000                               | 1,150,000         | 1,200,000                  |
| Land Acquisition - Park Zone 2            | 0                   | 250,000             | 250,000                              | 1,250,000         | 1,500,000                  |
| John Prince Park Court Facilities         | 0                   | 0                   | 0                                    | 0                 | 0                          |
| District Park "F" Acreage Acquisition     | 100,000             | 185,000             | 185,000                              | 0                 | 285,000                    |
| Cholee Park Infrastructure                | 185,000             | 275,000             | 275,000                              | 5,090,000         | 5,550,000                  |
| Beach Acquisition South District          | 700,000             | 400,000             | 400,000                              | 300,000           | 1,400,000                  |
| South County Regional                     | 0                   | 0                   | 0                                    | 0                 | 0                          |
| Aquacrest Pool Facility Enhancement       | 100,000             | 106,000             | 106,000                              | 0                 | 206,000                    |
| Land Acquisition - Park Zone 3            | 0                   | 200,000             | 200,000                              | 1,000,000         | 1,200,000                  |

**FY 1996-97 Capital Budget**  
**Projects Funded from Non Ad Valorem Revenues**

| Department/Project                               | Previous<br>Funding | Requested<br>Amount | Management<br>Recommended<br>Funding | Future<br>Funding   | Estimated<br>Total<br>Cost |
|--|---------------------|---------------------|--------------------------------------|---------------------|----------------------------|
| Public Shooting Range (phase 1)                  | 0                   | 400,000             | 400,000                              | 0                   | 400,000                    |
| Morikami Park                                    | 1,000,000           | 300,000             | 300,000                              | 600,000             | 1,900,000                  |
| <b>Total Parks &amp; Recreation</b>              | <b>\$6,680,000</b>  | <b>\$6,243,000</b>  | <b>\$6,243,000</b>                   | <b>\$19,065,000</b> | <b>\$31,988,000</b>        |
| <b>County Library</b>                            |                     |                     |                                      |                     |                            |
| Library Materials                                |                     | 0                   | 402,000                              | 0                   | 402,000                    |
| <b>Fire Rescue</b>                               |                     |                     |                                      |                     |                            |
| Station 45                                       | 0                   | 868,000             | 868,000                              | 0                   | 868,000                    |
| Paving Station 42                                |                     | 50,000              | 50,000                               |                     | 50,000                     |
| Warehouse Renovations                            | 0                   | 68,000              | 68,000                               | 0                   | 68,000                     |
| Station 16 - Jupiter/Abacoa                      | 0                   | 0                   | 818,000                              | 0                   | 818,000                    |
| 800 MHz System                                   | 0                   | 950,000             | 950,000                              | 6,550,000           | 7,500,000                  |
| Fire Rescue Impact Fee Reserves                  |                     |                     |                                      |                     |                            |
| <b>Total Fire Rescue</b>                         | <b>\$0</b>          | <b>\$1,936,000</b>  | <b>\$2,754,000</b>                   | <b>\$6,550,000</b>  | <b>\$9,304,000</b>         |
| <b>Engineering - Road Program</b>                |                     |                     |                                      |                     |                            |
| A 1 A from Marcinski to Indiantown Road          | 0                   | 1,500,000           | 1,500,000                            | 0                   | 1,500,000                  |
| Computer Equipment - Engineering support         | 100,000             | 200,000             | 200,000                              | 100,000             | 400,000                    |
| Crestwood Ave from Folsom Rd to Okeechobee       |                     | 2,610,000           | 2,610,000                            | 0                   | 2,610,000                  |
| Donald Ross Rd Bridge from Prosperity to US      | 3,030,000           | 30,810,000          | 30,810,000                           | 0                   | 33,840,000                 |
| Glades Area Restoration and Reconstruction       |                     | 800,000             | 800,000                              | 0                   | 800,000                    |
| Gateway Blvd from Military to Congress Avenue    |                     | 3,440,000           | 3,440,000                            | 0                   | 3,440,000                  |
| Gateway Blvd from Seacrest Ave to US 1           |                     | 750,000             | 750,000                              | 0                   | 750,000                    |
| Intersection Improvements Countywide             |                     | 4,000,000           | 4,000,000                            | 0                   | 4,000,000                  |
| Jog Road from Lake Ida to Boynton Beach Blv      | 800,000             | 2,750,000           | 2,750,000                            | 5,590,000           | 9,140,000                  |
| Jog Road from Okeechobee to Haverhill Road       |                     | 2,160,000           | 2,160,000                            | 14,300,000          | 16,460,000                 |
| Lantana Road from SR 7 to Lacuna                 | 250,000             | 250,000             | 250,000                              | 3,580,000           | 4,080,000                  |
| Military Trail from Clint Moore to West Atlantic |                     | 1,940,000           | 1,940,000                            | 0                   | 1,940,000                  |
| Pathway Program                                  |                     | 1,500,000           | 1,500,000                            | 0                   | 1,500,000                  |
| Reserves for Highway Beautification              |                     | 400,000             | 400,000                              | 0                   | 400,000                    |
| Reserves for Street Lighting                     |                     | 500,000             | 500,000                              | 0                   | 500,000                    |
| Reserves for Plans and Alignment Studies         |                     | 2,000,000           | 2,000,000                            | 0                   | 2,000,000                  |
| Reserves for Right of Way Acquisition            |                     | 2,600,000           | 2,600,000                            | 0                   | 2,600,000                  |
| Reserves for Traffic Signals                     |                     | 300,000             | 300,000                              | 0                   | 300,000                    |
| Silver Beach Road from Congress to Avenue S      |                     | 550,000             | 550,000                              | 0                   | 550,000                    |
| South Shore Blvd from Greenview to Big Blue      |                     | 2,030,000           | 2,030,000                            | 0                   | 2,030,000                  |
| Transfer to Mass Transit                         | 1,152,500           | 836,500             | 836,500                              | 522,300             | 2,511,300                  |
| <b>Total Roads</b>                               | <b>\$5,332,500</b>  | <b>\$61,926,500</b> | <b>\$61,926,500</b>                  | <b>\$24,092,300</b> | <b>\$91,351,300</b>        |
| <b>Airports</b>                                  |                     |                     |                                      |                     |                            |
| Equipment - Operations                           | 103,300             | 53,566              | 53,566                               | 0                   | 156,866                    |
| Equipment - Administration                       | 410,005             | 319,800             | 319,800                              | 0                   | 729,805                    |
| Equipment - Maintenance                          | 144,000             | 297,790             | 297,790                              | 0                   | 441,790                    |
| Equipment - Crash Fire Rescue                    | 724,370             | 1,281,420           | 1,281,420                            | 0                   | 2,005,790                  |
| Planning   | 0                   | 37,600              | 37,600                               | 0                   | 37,600                     |
| Terminal Maintenance                             | 327,267             | 4,025,980           | 4,025,980                            | 0                   | 4,353,247                  |
| PBIA GA apron rehab B, D, and E                  | 545,000             | 231,000             | 231,000                              | 0                   | 776,000                    |



**FY 1996-97 Capital Budget**  
**Projects Funded from Non Ad Valorem Revenues**

| Department/Project                        | Previous<br>Funding | Requested<br>Amount | Management<br>Recommended<br>Funding | Future<br>Funding | Estimated<br>Total<br>Cost |
|---|---------------------|---------------------|--------------------------------------|-------------------|----------------------------|
| PBIA Demolition                           | 100,000             | 165,000             | 165,000                              | 0                 | 265,000                    |
| Environmental                             | 75,000              | 75,000              | 75,000                               | 0                 | 150,000                    |
| PBIA HVAC upgrade                         | 587,241             | 843,000             | 843,000                              | 0                 | 1,430,241                  |
| North County Site - ERM                   | 18,752              | 20,000              | 20,000                               | 0                 | 38,752                     |
| PBIA FIS General Aviation (GA)            | 523,160             | 50,000              | 50,000                               | 0                 | 573,160                    |
| PBIA Avigation easement                   | 50,000              | 50,000              | 50,000                               | 0                 | 100,000                    |
| North County Master Plan                  | 20,000              | 128,230             | 128,230                              | 0                 | 148,230                    |
| PBIA Instrument Landing System            | 1,150,000           | 100,000             | 100,000                              | 0                 | 1,250,000                  |
| PBIA General Consulting                   | 3,064,000           | 2,200,000           | 2,200,000                            | 0                 | 5,264,000                  |
| PBIA EA DRI                               | 500,000             | 500,000             | 500,000                              | 0                 | 1,000,000                  |
| Lantana Runway easements                  | 164,000             | 165,000             | 165,000                              | 0                 | 329,000                    |
| Lantana Runway 3/21 Lighting              | 495,500             | 281,600             | 281,600                              | 0                 | 777,100                    |
| Glades Taxiway & Runway Extension         | 1,198,000           | 25,600              | 25,600                               | 0                 | 1,223,600                  |
| PBIA Construct Air Cargo apron            | 5,714,884           | 905,378             | 905,378                              | 0                 | 6,620,262                  |
| PBIA ADA Improvements                     | 350,000             | 350,000             | 350,000                              | 0                 | 700,000                    |
| PBIA Rehab Taxiway E                      | 472,750             | 43,525              | 43,525                               | 0                 | 516,275                    |
| PBIA Land Acquisition                     | 446,400             | 2,663,929           | 2,663,929                            | 0                 | 3,110,329                  |
| North County Instrument Landing System    | 1,315,600           | 234,400             | 234,400                              | 0                 | 1,550,000                  |
| PBIA West Enplanement Roadway Canopy      | 0                   | 2,130,138           | 2,130,138                            | 0                 | 2,130,138                  |
| PBIA Rehab Drainage Phase I and II        | 2,262,000           | 478,000             | 478,000                              | 0                 | 2,740,000                  |
| Project inspection and administration     | 60,000              | 65,000              | 65,000                               | 0                 | 125,000                    |
| Escalator and Elevator                    | 900,000             | 100,000             | 100,000                              | 0                 | 1,000,000                  |
| Testing and Miscellaneous Engineering     | 100,000             | 200,000             | 200,000                              | 0                 | 300,000                    |
| North County Aprons and Taxiways          | 1,890,000           | 279,961             | 279,961                              | 0                 | 2,169,961                  |
| North County Conventional Hanger          | 1,260,000           | 250,000             | 250,000                              | 0                 | 1,510,000                  |
| North County Corporate Hanger             | 1,349,950           | 231,000             | 231,000                              | 0                 | 1,580,950                  |
| PBIA Parking Booths/Computers             | 200,000             | 200,000             | 200,000                              | 0                 | 400,000                    |
| PBIA Outer Perimeter Road South           | 180,000             | 1,705,000           | 1,705,000                            | 0                 | 1,885,000                  |
| Overflow Parking                          | 0                   | 2,002,000           | 2,002,000                            | 0                 | 2,002,000                  |
| North County T-Hangers                    | 0                   | 2,860,000           | 2,860,000                            | 0                 | 2,860,000                  |
| Glades Master Plan                        | 0                   | 31,000              | 31,000                               | 0                 | 31,000                     |
| Maintenance Compound                      | 0                   | 750,000             | 750,000                              | 0                 | 750,000                    |
| Permits and Fees                          | 0                   | 50,000              | 50,000                               | 0                 | 50,000                     |
| Noise Abatement Equipment                 | 614,724             | 75,000              | 75,000                               | 0                 | 689,724                    |
| Land Acquisition Hillcrest                | 500,000             | 150,000             | 150,000                              | 0                 | 650,000                    |
| PBIA Development Order                    | 222,810             | 400,000             | 400,000                              | 0                 | 622,810                    |
| PBIA AIP-24 Land Acquisition - 28 Parcels | 600,000             | 500,000             | 500,000                              | 0                 | 1,100,000                  |
| Land Acquisition - Golfview               | 4,413,750           | 3,836,250           | 3,836,250                            | 0                 | 8,250,000                  |
| Land Acquisition West of Runway 9 Left    | 0                   | 1,916,028           | 1,916,028                            | 0                 | 1,916,028                  |
| LSP-3 Hillcrest Land Acquisition          | 300,000             | 150,000             | 150,000                              | 0                 | 450,000                    |
| <b>Total Airports</b>                     | <b>\$33,352,463</b> | <b>\$33,407,195</b> | <b>\$33,407,195</b>                  | <b>\$0</b>        | <b>\$66,759,658</b>        |
| <b>Mass Transit</b>                       |                     |                     |                                      |                   |                            |
| Admin. Maintenance & Operation Facility   | 1,425,000           | 5,927,250           | 5,927,250                            | 0                 | 7,352,250                  |
| Internodal Transit Facility               | 4,027,931           | 3,000,000           | 3,000,000                            | 0                 | 7,027,931                  |
| <b>Total Mass Transit</b>                 | <b>\$5,452,931</b>  | <b>\$8,927,250</b>  | <b>\$8,927,250</b>                   | <b>\$0</b>        | <b>\$14,380,181</b>        |



**FY 1996-97 Capital Budget**  
**Projects Funded from Non Ad Valorem Revenues**

| Department/Project                           | Previous<br>Funding  | Requested<br>Amount  | Management<br>Recommended<br>Funding | Future<br>Funding    | Estimated<br>Total<br>Cost |
|--|----------------------|----------------------|--------------------------------------|----------------------|----------------------------|
| <b>Water Utilities</b>                       |                      |                      |                                      |                      |                            |
| Water Treatment Plant #2 Relocate Filters    | 700,000              | 3,500,000            | 3,500,000                            | 0                    | 4,200,000                  |
| WTP #3 Membrane Plant Capacity Replace       | 5,000,000            | 958,000              | 958,000                              | 0                    | 5,958,000                  |
| WTP #3 Lime Softening Plant Upgrade          | 0                    | 650,000              | 650,000                              | 500,000              | 1,150,000                  |
| WTP #8 Plant Improvements                    | 600,000              | 4,050,000            | 4,050,000                            | 450,000              | 5,100,000                  |
| WTP #9 Plant Improvements                    | 250,000              | 1,250,000            | 1,250,000                            | 24,000,000           | 25,500,000                 |
| System Wide Improvements-Water Plants        | 415,000              | 530,000              | 530,000                              | 2,901,000            | 3,846,000                  |
| System Wide Improvements-Wellfield Program   | 1,500,000            | 1,500,000            | 1,500,000                            | 2,816,000            | 5,816,000                  |
| System Wide Improvements-Strge/Interconnect  | 0                    | 100,000              | 100,000                              | 1,868,000            | 1,968,000                  |
| System Wide Improvements-Transmsn Mains      | 1,100,000            | 849,000              | 849,000                              | 4,640,000            | 6,589,000                  |
| System Wide Improvements-Conservation        | 100,000              | 100,000              | 100,000                              | 500,000              | 700,000                    |
| System Wide Improv.-Multiprps ASR well       | 250,000              | 250,000              | 250,000                              | 1,800,000            | 2,300,000                  |
| Wastewater Improvements-Plants               | 300,000              | 530,000              | 530,000                              | 2,901,000            | 3,731,000                  |
| Wastewater Improvements-Pump Stations        | 900,000              | 1,030,000            | 1,030,000                            | 5,633,000            | 7,563,000                  |
| Wastewater Improvements-Force Mains          | 350,000              | 530,000              | 530,000                              | 2,901,000            | 3,781,000                  |
| Wastewater Improvements-Emerg. Generators    | 250,000              | 265,000              | 265,000                              | 1,450,000            | 1,965,000                  |
| Wastewater Improvements-Gravity Collect Syst | 500,000              | 1,030,000            | 1,030,000                            | 10,508,000           | 12,038,000                 |
| ECR Wastewater Treatment Fac. Conservation   | 500,000              | 750,000              | 750,000                              | 0                    | 1,250,000                  |
| Southern Regional WWTP-Phase II              | 24,000,000           | 3,000,000            | 3,000,000                            | 0                    | 27,000,000                 |
| Southern Regional WWTP-Pump Station          | 2,100,000            | 200,000              | 200,000                              | 0                    | 2,300,000                  |
| Southern Regional WWTP-Wetlands Park         | 6,200,000            | 700,000              | 700,000                              | 0                    | 6,900,000                  |
| Southern Regional WWTP-Reclaimed Water       | 1,000,000            | 100,000              | 100,000                              | 25,000,000           | 26,100,000                 |
| Southern Regional WWTP-Indir. Potable Reuse  | 900,000              | 50,000               | 50,000                               | 0                    | 950,000                    |
| Southern Regional WWTP-Alt. Effluent Disp.   | 0                    | 2,000,000            | 2,000,000                            | 2,000,000            | 4,000,000                  |
| Land & Landscaping                           | 100,000              | 80,000               | 80,000                               | 436,000              | 616,000                    |
| Storage Buildings                            | 81,000               | 40,000               | 40,000                               | 200,000              | 321,000                    |
| Southern Region Operations Center            | 4,050,000            | 7,700,000            | 7,700,000                            | 0                    | 11,750,000                 |
| Central Region Operations Center             | 0                    | 0                    | 0                                    | 9,000,000            | 9,000,000                  |
| Other  | 53,000               | 55,000               | 55,000                               | 297,000              | 405,000                    |
| Transmission & Collection Oversizing         | 200,000              | 206,000              | 206,000                              | 1,126,000            | 1,532,000                  |
| Telemetry & computer systems                 | 1,750,000            | 515,000              | 515,000                              | 2,819,000            | 5,084,000                  |
| In-House billing system                      | 560,000              | 0                    | 0                                    | 250,000              | 810,000                    |
| Special Assessment Program                   | 1,000,000            | 2,030,000            | 2,030,000                            | 5,639,000            | 8,669,000                  |
| <b>Total Water Utilities</b>                 | <b>\$54,709,000</b>  | <b>\$34,548,000</b>  | <b>\$34,548,000</b>                  | <b>\$109,635,000</b> | <b>\$198,892,000</b>       |
| <b>Total Non Advalorem Funded Projects</b>   | <b>\$207,977,066</b> | <b>\$213,832,774</b> | <b>\$214,331,724</b>                 | <b>\$177,167,260</b> | <b>\$599,476,050</b>       |
| <b>Grand Totals All Projects</b>             | <b>\$226,956,138</b> | <b>\$233,753,808</b> | <b>\$227,615,758</b>                 | <b>\$203,883,260</b> | <b>\$658,455,156</b>       |



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## Impact of Capital Projects on the Operating Budget

The operating budget will increase by \$1,329,008 and 32 positions in FY 1996-97 due to the impact of capital projects. The additions are in the following Departments:

### **County Library**

In 1986 the voters of Palm Beach county approved a referendum for a two year levy of one-half mill to finance expansion of the library system. The final project funded by the additional millage, a new branch in Wellington, will open during the year. Ten positions will staff the branch at a FY 1996-97 cost of \$345,456, with the annual cost projected at \$544,088. The library system is mainly funded by ad valorem taxes levied in the unincorporated portion of the County and the 23 municipalities that have chosen to be part of the County System.

### **Facilities Development & Operations**

The Department's budget will increase by \$423,458 and eight positions in FY 1996-97 due to capital projects. Three positions have been approved to staff the new Judicial Center Parking Garage that is expected to open during the year. The cost of \$147,540 is anticipated to be offset by revenues in excess of \$170,000. The Facilities Management Division requires the addition of four positions and \$178,374 to maintain the new Drug Farm and the Belle Glade Jail expansion. An electronic security system was installed at the downtown Judicial Center during FY 1995-96. Maintenance of the system necessitates the addition of \$97,544 and one position in FY 1996-97. The annualized cost of additions to the Department is estimated to be \$386,167.

### **Parks and Recreation**

Capital projects are responsible for increasing Parks & Recreation's budget by \$436,288 and ten positions in FY 1996-97. Five positions and \$213,610 are required to maintain West Palms District Park A, Dyer Park and Peanut Island, all scheduled to open during the year. New facilities and structures at Okeeheelee Golf Course, North County Aquatic Complex, South County Civic Center, Peanut Island and Lake Charleston, Jupiter Farms and South County Regional Parks necessitates a budget increase of \$89,563 and three trades positions. A position and \$64,983 were added to maintain new athletic facilities at Caloosa, Okeeheelee and Santaluces Parks. Finally, one position and \$68,132 were required to maintain improvements and expansions at Lake Ida, Ocean Ridge Hammock, Veteran's, Pioneer, Jupiter Farms and Morikami Parks. The annualized cost of the additions is \$466,411.

### **Public Safety**

The Department added four positions and \$123,806 to staff and the opening of a new dorm at the Highridge Family Center. The annual cost will be \$164,662.

**Estimated Operating Impact of Capital Projects**  
**FY 1996-97 Through FY 2001-02**  
**(in thousands)**

|  | <u>FY 96-97</u> | <u>FY 97-98</u> | <u>FY 98-99</u> | <u>FY 99-00</u> | <u>FY 00-01</u> | <u>FY 01-02</u> |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b><u>County Cooperative Extension Service</u></b> |                 |                 |                 |                 |                 |                 |
| Mounts Botanical Garden-Phase I                    |                 | 24              | 142             | 146             | 151             | 155             |
| Total  |                 | 24              | 142             | 146             | 151             | 155             |
| <b><u>County Library</u></b>                       |                 |                 |                 |                 |                 |                 |
| Wellington Branch                                  | 345             | 544             | 560             | 577             | 594             | 612             |
| Total  | 345             | 544             | 560             | 577             | 594             | 612             |
| <b><u>Environ. Resources Mgmt.</u></b>             |                 |                 |                 |                 |                 |                 |
| Lake Worth Sand Transfer Plant                     |                 | 178             | 187             | 196             | 206             | 212             |
| Total  | 0               | 178             | 187             | 196             | 206             | 212             |
| <b><u>Facilities Devel. &amp; Operations</u></b>   |                 |                 |                 |                 |                 |                 |
| Judicial Center Parking Garage                     | 148             | 152             | 157             | 162             | 167             | 172             |
| PBSO SAAP Facility "Drug Far                       | 89              | 92              | 94              | 97              | 100             | 103             |
| New Belle Glade Jail                               | 89              | 92              | 94              | 97              | 100             | 103             |
| Property Insurance Reductions                      |                 | (130)           | (130)           | (130)           | (130)           | (130)           |
| PBSO Light Industrial Faciliti                     |                 | (247)           | (247)           | (247)           | (247)           | (247)           |
| Add'l North County Facilities                      |                 | 161             | 169             | 178             | 186             | 196             |
| Courthouse Securirty System                        | 98              | 101             | 104             | 107             | 110             | 114             |
| Energy Conservation Measures                       |                 | (50)            | (50)            | (50)            | (50)            | (50)            |
| Tel. System - Drug Farm                            |                 | 1               | 2               | 2               | 2               | 2               |
| Tel. System - Judicial Parking Garage              |                 | 1               | 2               | 2               | 2               | 2               |
| Fire Alarm Replacement - Gov't Center              |                 | 4               | 6               | 7               | 7               | 7               |
| 800 MH2 Trunked Radios                             |                 | 376             | 505             | 687             | 721             | 757             |
| 800 MH2 Towers                                     |                 | 30              | 32              | 35              | 37              | 37              |
| Total  | 424             | 583             | 739             | 947             | 1,005           | 1,066           |
| <b><u>Fire-Rescue</u></b>                          |                 |                 |                 |                 |                 |                 |
| Station #28  |                 | 1,046           | 1,394           | 1,436           | 1,479           | 1,523           |
| Station #56  |                 | 934             | 1,245           | 1,282           | 1,321           | 1,360           |
| Station #29  |                 |                 | 1,129           | 1,506           | 1,551           | 1,598           |
| Station #36  |                 |                 |                 |                 | 1,310           | 1,747           |
| Station #47  |                 |                 |                 |                 |                 | 1,362           |
| Station #48  |                 |                 |                 |                 |                 | 1,417           |
| Total  | 0               | 1,980           | 3,768           | 4,224           | 5,661           | 9,007           |



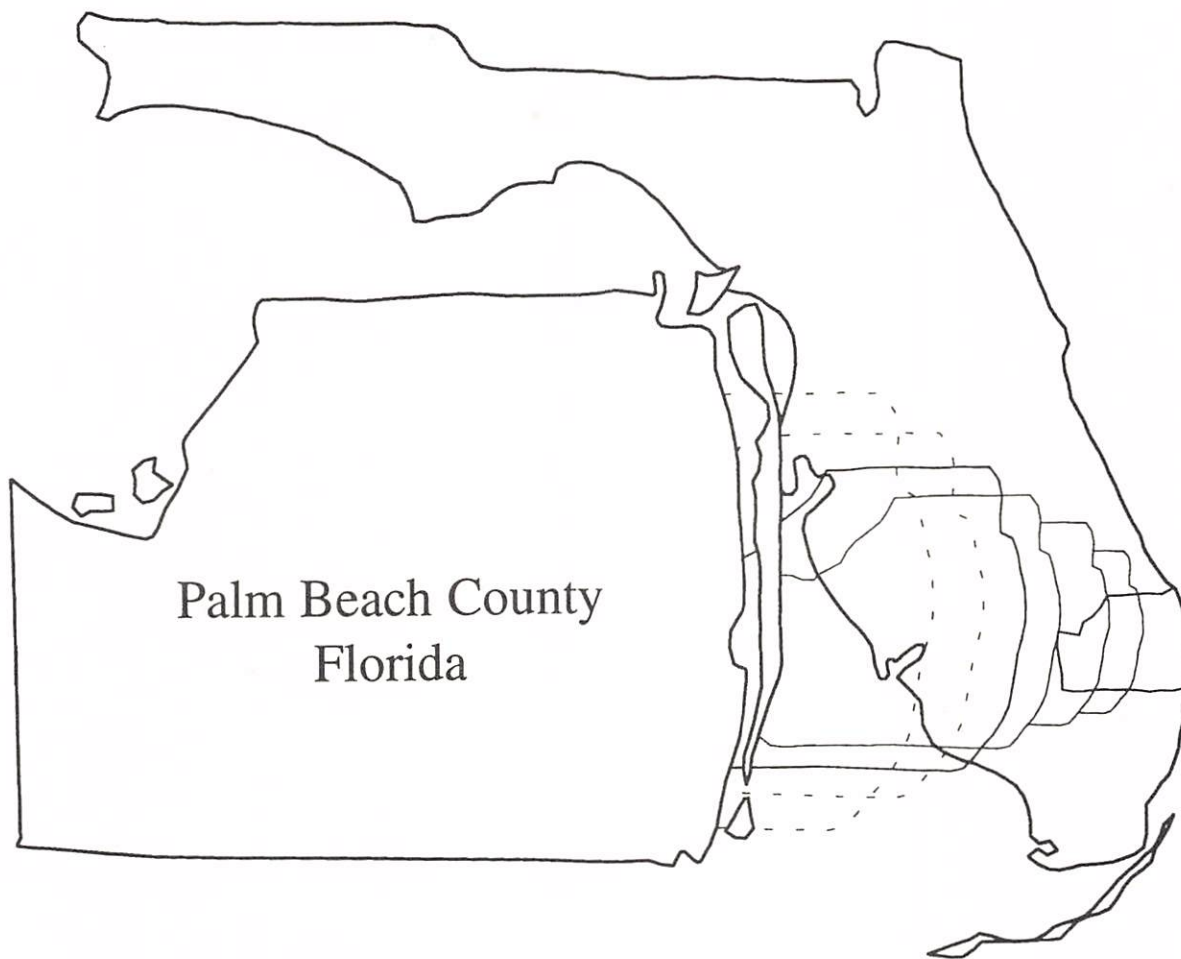
**Estimated Operating Impact of Capital Projects**  
**FY 1996-97 Through FY 2001-02**  
**(in thousands)**

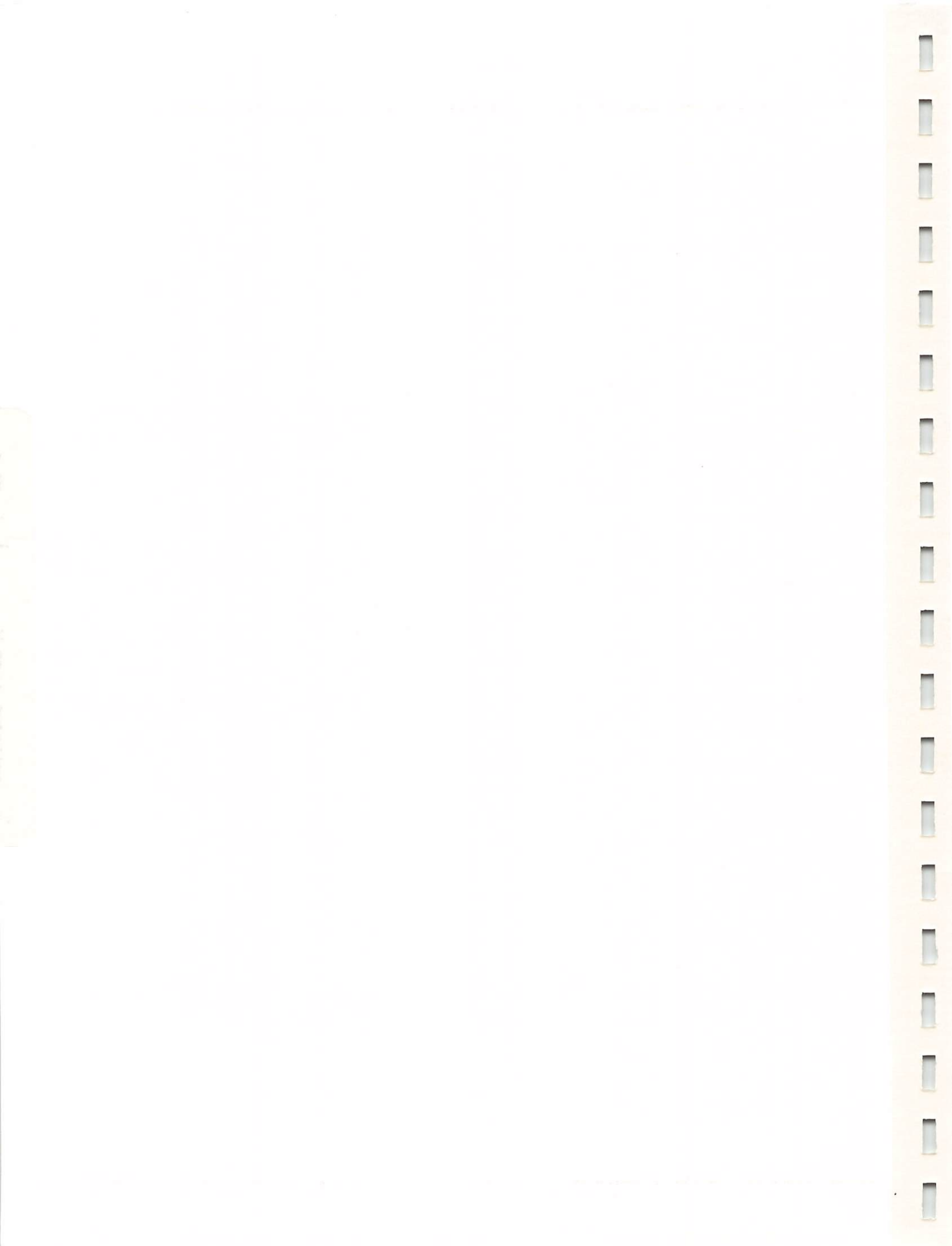
|   | <u>FY 96-97</u>     | <u>FY 97-98</u>     | <u>FY 98-99</u>     | <u>FY 99-00</u>      | <u>FY 00-01</u>      | <u>FY 01-02</u>      |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| <b><u>Mass Transportation</u></b>       |                     |                     |                     |                      |                      |                      |
| Satellite Maintenance Facility          |                     | 931                 | 959                 | 988                  | 1,017                | 1,048                |
| Transit Hub Center                      |                     | 269                 | 277                 | 285                  | 294                  | 303                  |
| Intermodal Transfer Facility            |                     | <u>259</u>          | <u>267</u>          | <u>275</u>           | <u>283</u>           | <u>292</u>           |
| Total                                   | <u>0</u>            | 1,459               | 1,503               | 1,548                | 1,594                | 1,642                |
| <b><u>Parks &amp; Recreation</u></b>    |                     |                     |                     |                      |                      |                      |
| South County Regional Park              | 89                  | 92                  | 94                  | 97                   | 100                  | 103                  |
| Various Facilities                      | 71                  | 73                  | 76                  | 78                   | 80                   | 83                   |
| Jupiter Beach Park                      |                     | 10                  | 10                  | 11                   | 11                   | 11                   |
| Peanut Island - Phase I & II            | 71                  | 150                 | 155                 | 159                  | 164                  | 169                  |
| Ocean Cay Park                          |                     | 150                 | 155                 | 159                  | 164                  | 169                  |
| District Park A - Phase I               | 71                  | 73                  | 76                  | 78                   | 80                   | 83                   |
| Morikami Park Improvements              | 68                  | 85                  | 88                  | 90                   | 93                   | 96                   |
| Burt Reynolds Park                      |                     | 8                   | 8                   | 8                    | 9                    | 9                    |
| John Prince Park Improvements           |                     | 30                  | 31                  | 32                   | 33                   | 34                   |
| Okeetee Athletic Field Impro            | 65                  | 67                  | 69                  | 71                   | 73                   | 75                   |
| Okeetee Nature Center-Perm Exhibit      |                     | 13                  | 13                  | 14                   | 14                   | 15                   |
| Aqua Crest Pool Expansion               |                     | 3                   | 3                   | 3                    | 3                    | 3                    |
| North County Pier                       |                     |                     | 254                 | 266                  | 280                  | 294                  |
| Public Shooting Range - Phase II        |                     |                     | 200                 | 206                  | 212                  | 219                  |
| S. County Regional Rec. & Aquatics Ctr. |                     |                     | 75                  | 255                  | 268                  | 281                  |
| Coral Cove Park                         |                     |                     | 180                 | 189                  | 199                  | 210                  |
| District Park B                         |                     |                     | 72                  | 204                  | 215                  | 226                  |
| Carlin Park Improvements                |                     |                     |                     | <u>99</u>            | <u>105</u>           | <u>111</u>           |
| Total                                   | <u>436</u>          | <u>754</u>          | <u>1,558</u>        | 2,019                | 2,103                | 2,190                |
| <b><u>Public Safety</u></b>             |                     |                     |                     |                      |                      |                      |
| Sabal Palm Youth Center                 | 124                 | 165                 | 170                 | 175                  | 180                  | 186                  |
| Medical Examiner's Office Expansion     |                     | 15                  | 30                  | 31                   | 32                   | 33                   |
| Emergency Operations Center             |                     | <u>170</u>          | <u>175</u>          | <u>180</u>           | <u>186</u>           | <u>191</u>           |
| Total                                   | <u>124</u>          | 350                 | 375                 | 386                  | 398                  | 410                  |
| <b><u>Water Utilities</u></b>           |                     |                     |                     |                      |                      |                      |
| Water Treatment Plant #3                |                     | 59                  | 61                  | 63                   | 64                   | 66                   |
| Water Treatment Plant #9                |                     | <u>29</u>           | <u>30</u>           | <u>31</u>            | <u>32</u>            | <u>33</u>            |
| Total                                   | <u>0</u>            | 88                  | 91                  | 93                   | 96                   | 99                   |
| <b>Grand Total</b>                      | <b><u>1,329</u></b> | <b><u>5,960</u></b> | <b><u>8,923</u></b> | <b><u>10,138</u></b> | <b><u>11,809</u></b> | <b><u>15,393</u></b> |





# Debt Service







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## Debt Service Overview

This section of the Budget Document provides comprehensive information regarding Palm Beach County's Debt Service (principal and interest related to long-term debt) for FY 1996-97, and in future years.

### Bond Issues Outstanding

The following table shows that there are currently thirty-one County bond issues outstanding. Five are General Obligation issues, seventeen are Non-Self Supporting Revenue bonds, and nine are Self-Supporting Enterprise issues. At original issue, these bonds totalled \$1,186.4 million. Including Solid Waste Authority, the total outstanding is thirty-four issues with an original issue value of \$1,648.0 million.

### FY 1996-97 Debt Service

The next table shows that the FY 1996-97 funding requirement is \$89.4 million for County debt. This amount includes interest payments, principal, and fiscal charges on the debt.

### Debt Service Requirements After FY 1996-97

The third table in this section summarizes Debt Service requirements after FY 1996-97, based on currently outstanding County bond issues. The amounts are as follows:

|            |   |                  |
|------------|---|------------------|
| FY 1997-98 | - | \$ 87.0 million  |
| FY 1998-99 | - | \$ 85.0 million  |
| FY 1999-00 | - | \$ 81.6 million  |
| FY 2000-01 | - | \$ 81.4 million  |
| FY 2001-02 | - | \$ 81.4 million  |
| Future     | - | \$ 891.7 million |

### Ratios

The table in this section provides a variety of statistical information, expressing the County's Debt Service in terms of ratios. Based on these ratios, Palm Beach County is in a healthy debt capacity position.

## Summary of Outstanding Bond Issues As of October 1, 1996

| <u>Issue</u>                                       | <u>Purpose</u>   | <u>Amount<br/>Issued</u> | <u>Issue<br/>Date</u> | <u>Maturity<br/>Date</u> | <u>Amount<br/>Outstanding</u> |
|--|--|--------------------------|-----------------------|--------------------------|-------------------------------|
| <b><u>General Obligation Debt</u></b>              |  |                          |                       |                          |                               |
| 50M ESL Bond, Series 1994                          | Acquisition of environmentally sensitive lands   | \$50,000,000             | 12/20/94              | 12/1/14                  | \$48,585,000                  |
| 50M ESL Bond, Series 1991                          | Acquisition of environmentally sensitive lands   | 50,000,000               | 10/15/91              | 10/1/06                  | 23,620,000                    |
| Refunding Bonds, Series 1994A                      | To pay cost of issuance of Series A and B bonds  | 1,950,000                | 2/1/94                | 7/1/99                   | 1,210,000                     |
| Refunding Bonds, Series 1994B                      | Refund outstanding Bond issue for acquisition and improvement of beach and park sites and acquisition of Environmentally Sensitive Lands | 57,440,000               | 2/1/94                | 7/1/11                   | 52,930,000                    |
| Refunding Bonds Series 1993                        | Refund 30M Park issue 1987 for Countywide regional park improvements   | <u>23,375,000</u>        | 6/15/93               | 7/1/02                   | <u>17,055,000</u>             |
| Total - General Obligation Bonds                   |  | <u>\$182,765,000</u>     |                       |                          | <u>\$143,400,000</u>          |
| <b><u>Non Self-Supporting Revenue Bonds</u></b>    |  |                          |                       |                          |                               |
| Improvement Bonds - 1967                           | Improvements to the County Home  | \$2,500,000              | 10/1/67               | 10/1/97                  | \$165,000                     |
| Glades Health Facility Bonds                       | Construction and improvements to a Health Department clinic in the Glades  | 1,000,000                | 11/28/84              | 9/1/04                   | 535,000                       |
| Pooled Financing (Sunshine Pool - 2 issues)        | Land acquisition; construction and improvements to various general government and Fire-Rescue buildings                                  | 50,875,000               | 5/1/87                | 5/1/16                   | 30,200,000                    |
|  |  | 10,000,000               | 5/31/88               | 7/1/04                   | 6,390,000                     |
| Criminal Justice Facilities Bonds-Series 1990      | Construction of Judicial Center and Detention Facility   | 233,620,000              | 6/15/90               | 6/1/15                   | 97,330,000                    |
| Airport Centre Rev Bonds-1992                      | Purchase Airport Centre Building Complex   | 10,470,000               | 11/1/92               | 8/1/13                   | 9,475,000                     |
| Crim Justice Fac Refunding Bonds-Series 1993       | Partial refunding of 233M issue series 1990 for construction of CJC facilities   | 117,485,000              | 5/15/93               | 6/1/11                   | 116,485,000                   |
| Revenue Refunding Bonds-1993                       | Refund Series 1986 Public Improv. Bonds  | 26,515,000               | 4/1/93                | 10/1/06                  | 21,265,000                    |
| Admin Complex Rev Ref-1993                         | Refund Public Building Corp Series 1986  | 22,245,000               | 5/5/93                | 6/1/11                   | 19,640,000                    |
| Beach Acquisition Rev Ref-1993                     | Refund Beach Acquisition Series 1986   | 30,730,000               | 8/12/93               | 11/1/07                  | 26,755,000                    |
| Crim Justice Facilities Bonds-Series 1994          | Construction of Criminal Justice Facilities  | 26,380,000               | 4/1/94                | 6/1/15                   | 25,115,000                    |
| Sheriff Vehicle Loan-94                            | Purchase vehicles for Sheriff Dept.  | 3,060,000                | 4/1/94                | 3/1/97                   | 444,964                       |
| Public Improvement Rec. Fac. Rev Bonds, Ser 1994   | Construction and development of a public Golf Course   | 8,585,000                | 7/15/94               | 7/1/14                   | 8,440,000                     |
| Non-Ad Valorem Rev Bonds Series 1995               | Purchase vehicles for Sheriff Dept. & computer equipment   | 9,375,000                | 1/31/95               | 1/1/99                   | 6,965,000                     |
| Public Improvement Rev. Bonds, Series 1995         | Judicial Center Parking Facilities   | 15,175,000               | 12/1/95               | 11/1/15                  | 15,175,000                    |
| Sheriff Vehicle Loan-96                            | Purchase vehicles and equipment for Sheriff Dept.  | 4,300,000                | 5/7/96                | 5/17/99                  | 3,856,547                     |
| Parks & Recreation Fac. Revenue Bonds, Series 1996 | Acquisition & Construction of Parks & Recreation Facilities  | <u>26,300,000</u>        | 9/1/96                | 11/1/16                  | <u>26,300,000</u>             |
| Total - Non Self-Supporting Revenue Bonds          |  | <u>\$598,615,000</u>     |                       |                          | <u>\$414,536,511</u>          |



## Summary of Outstanding Bond Issues As of October 1, 1996

| <u>Issue</u>   | <u>Purpose</u>   | <u>Amount<br/>Issued</u> | <u>Issue<br/>Date</u> | <u>Maturity<br/>Date</u> | <u>Amount<br/>Outstanding</u> |
|--|--|--------------------------|-----------------------|--------------------------|-------------------------------|
| <u>Self-Supporting Revenue Bonds</u>                     |  |                          |                       |                          |                               |
| Water & Sewer System<br>Series 1985                      | Provide funding for buyout<br>of South Palm Beach Utilities  | 18,645,000               | 6/13/85               | 10/1/11                  | 15,345,000                    |
| Water & Sewer System-1986                                | Refund portion of Series 1984  | 59,530,000               | 11/1/86               | 10/1/98                  | 4,505,000                     |
| Water & Sewer System<br>Series 1989                      | Provide funding to assist in<br>financing five year capital<br>improvement program                 | 38,000,000               | 07/1/89               | 10/1/98                  | 3,090,000                     |
| Water & Sewer Revenue-1993A                              | Provide funding for capital expansion<br>of existing water & sewer systems                         | 15,000,000               | 8/31/93               | 10/1/13                  | 14,000,000                    |
| Water & Sewer Revenue-1993B                              | Defease portion of series 1989 callable<br>10/1/98 in the amount of \$27,183,000.                  | 29,875,000               | 8/31/93               | 10/1/09                  | 29,025,000                    |
| Water & Sewer-1995                                       | Provide funding for a portion of<br>construction of certain addition<br>to water & wastewater fac. | 54,650,000               | 11/1/95               | 10/1/11                  | 53,905,000                    |
| Airport System Subordinated<br>Indebtedness, Series 1989 | Provide funding to pay<br>expenses of Series 1991<br>Refunding Bonds                               | 3,850,000                | 6/1/89                | 10/1/10                  | 3,375,000                     |
| Airport System, Series 1991                              | Refund portion of Series 1984  | 94,815,000               | 9/30/91               | 10/1/10                  | 92,965,000                    |
| Airport System, Series 1992                              | Refund Series 84; Improvements to<br>Palm Beach International Airport                              | <u>90,690,000</u>        | 2/1/92                | 10/1/14                  | <u>73,125,000</u>             |
| Sub-Total-Direct County Self -Supporting Debt            |  | <u>\$405,055,000</u>     |                       |                          | <u>\$289,335,000</u>          |
| Solid Waste Authority Revenue<br>Bonds, Series 1984      | Provide funding for capital expansion<br>of existing disposal systems                              | \$320,000,000            | 12/24/84              | 7/1/10                   | \$285,525,000                 |
| Solid Waste Authority Revenue<br>Bonds, Series 1989      | Provide funding for capital expansion<br>of existing disposal systems                              | 83,045,000               | 4/15/89               | 12/1/05                  | 42,610,000                    |
| Solid Waste Authority Revenue<br>Bonds, Series 1992      | Refund portion of Series 1989: Retire<br>1991 bond anticipation note,<br>provide capital funding   | <u>58,510,000</u>        | 11/24/92              | 11/1/09                  | <u>58,300,000</u>             |
| Sub-Total Solid Waste Authority                          |  | <u>\$461,555,000</u>     |                       |                          | <u>\$386,435,000</u>          |
| Total - Combined Self-Supporting Revenue Bonds           |  | <u>\$866,610,000</u>     |                       |                          | <u>\$675,770,000</u>          |
| Sub-Total - All County Direct Budgetary Controlled Debt  |  | <u>\$1,186,435,000</u>   |                       |                          | <u>\$847,271,511</u>          |
| Total - Combined All Bonds                               |  | <u>\$1,647,990,000</u>   |                       |                          | <u>\$1,233,706,511</u>        |

NOTE: Solid Waste Authority is responsible for the issuance and control of their debt requirements. As a result of a change in State law, the Palm Beach County Board of County Commissioners now has oversight responsibility over the Solid Waste Authority and accordingly, the Solid Waste Authority is now included in the County's Comprehensive Annual Financial Report.

## Debt Service Summary By Function

| <u>Fund</u>                 | <u>Amount</u>               | <u>General<br/>Government</u> | <u>Physical<br/>Environment</u> | <u>Transportation</u>      | <u>Principal</u>           |
|-----------------------------|-----------------------------|-------------------------------|---------------------------------|----------------------------|----------------------------|
| 50M ESL, 1994               | \$4,425,334                 | \$2,950,334                   |                                 |                            | \$1,475,000                |
| 23.375M Ref of 30M Park     | 3,284,900                   | 754,900                       |                                 |                            | 2,530,000                  |
| 50M ESL Bonds, 1991         | 3,277,268                   | 1,502,268                     |                                 |                            | 1,775,000                  |
| 59.39M Refunding GO 94      | 5,217,047                   | 2,477,047                     |                                 |                            | 2,740,000                  |
| 6M Beach Acq '70/Int Sink   | 500                         | 500                           |                                 |                            | 0                          |
| 35M Beach Acq '78/Int Sink  | 500                         | 500                           |                                 |                            | 0                          |
| 25M Professional Sports Fac | 2,200,153                   | 1,425,153                     |                                 |                            | 775,000                    |
| 2.5M I & S Bond Fund        | 173,596                     | 8,596                         |                                 |                            | 165,000                    |
| 1M Glades Health Facility   | 81,750                      | 26,750                        |                                 |                            | 55,000                     |
| 9.375M Revenue Bond         | 2,834,303                   | 294,303                       |                                 |                            | 2,540,000                  |
| 10.47M Airport Centre       | 894,550                     | 534,550                       |                                 |                            | 360,000                    |
| 15.175M Judicial Ctr Garage | 1,144,308                   | 709,308                       |                                 |                            | 435,000                    |
| 9.15M Okechee Golf Course   | 763,915                     | 468,915                       |                                 |                            | 295,000                    |
| 30.73M Beach Bd Ref         | 2,974,325                   | 1,229,325                     |                                 |                            | 1,745,000                  |
| 26.515M Rev Refunding       | 2,755,850                   | 1,030,850                     |                                 |                            | 1,725,000                  |
| 233.6M Criminal Justice     | 12,346,160                  | 6,491,160                     |                                 |                            | 5,855,000                  |
| 117.485M CJC Refunding      | 6,483,033                   | 6,128,033                     |                                 |                            | 355,000                    |
| 26.38M CJC Completion       | 2,222,347                   | 1,427,347                     |                                 |                            | 795,000                    |
| 22.245M ADM Complex Ref     | 1,907,575                   | 977,575                       |                                 |                            | 930,000                    |
| 60.87M Sunshine Pool (1)    | 5,320,363                   | 2,010,363                     |                                 |                            | 3,310,000                  |
| 4.3M Sheriff Vehicle        | 1,558,594                   | 171,979                       |                                 |                            | 1,386,615                  |
| 3.06M Sheriff Vehicle       | 449,256                     | 4,292                         |                                 |                            | 444,964                    |
| Water Utilities Bonds (3)   | 12,370,011                  |                               | \$6,694,011                     |                            | 5,676,000                  |
| Airport Bonds (2)           | <u>16,709,238</u>           |                               |                                 | <u>\$12,019,238</u>        | <u>4,690,000</u>           |
| SUB-TOTAL DIRECT COUNTY     | 89,394,876                  | 30,624,048                    | 6,694,011                       | 12,019,238                 | 40,057,579                 |
| Solid Waste Authority (2)   | 45,637,560                  |                               | 30,302,560                      |                            | 15,335,000                 |
| <b>Total Combined</b>       | <b><u>\$135,032,436</u></b> | <b><u>\$30,624,048</u></b>    | <b><u>\$36,996,571</u></b>      | <b><u>\$12,019,238</u></b> | <b><u>\$55,392,579</u></b> |

NOTE: The expenditures included in the General Government column represent only interest payments and fiscal charges on general obligation and non self-supporting debt.  
The expenditures in the Physical Environment and the Transportation columns represent interest payments and fiscal charges on self-supporting debt. Solid Waste Authority is added due to reporting entity concept.  
The expenditures included in the Principal column represent payments of principal only for any County bonds.  
(1) Two borrowings (3) Six borrowings  
(2) Three borrowings



## Debt Service Requirements After FY 1996-97

| <u>Fiscal<br/>Year</u> | <u>General<br/>Obligation</u> | <u>Non Self-<br/>Supporting<br/>Revenue</u> | <u>Self-<br/>Supporting<br/>Revenue</u> | <u>Sub-Total<br/>Direct County<br/>Debt</u> | <u>Solid<br/>Waste<br/>Authority</u> | <u>Total<br/>Debt</u>         |
|------------------------|-------------------------------|---|---|---|--------------------------------------|-------------------------------|
| 1997-98                | \$16,194,669                  | \$42,601,376                                | \$28,234,554                            | \$87,030,599                                | \$132,957,451                        | \$219,988,050                 |
| 1998-99                | 16,204,195                    | 40,563,468                                  | 28,275,262                              | 85,042,925                                  | 131,292,358                          | 216,335,283                   |
| 1999-00                | 15,590,280                    | 37,641,529                                  | 28,326,775                              | 81,558,584                                  | 128,083,459                          | 209,642,043                   |
| 2000-01                | 15,781,786                    | 37,548,077                                  | 28,119,100                              | 81,448,963                                  | 128,294,994                          | 209,743,957                   |
| 2001-02                | 15,782,322                    | 37,451,024                                  | 28,144,454                              | 81,377,800                                  | 128,597,848                          | 209,975,648                   |
| Future                 | <u>150,462,647</u>            | <u>426,799,532</u>                          | <u>314,441,895</u>                      | <u>891,704,074</u>                          | <u>1,264,518,458</u>                 | <u>2,156,222,532</u>          |
| <b>Total</b>           | <b><u>\$230,015,899</u></b>   | <b><u>\$622,605,006</u></b>                 | <b><u>\$455,542,040</u></b>             | <b><u>\$1,308,162,945</u></b>               | <b><u>\$1,913,744,568</u></b>        | <b><u>\$3,221,907,513</u></b> |

Note: This table includes only principal and interest on currently outstanding bond issues.

General Obligation Debt refers to tax supported bond issues.

Non Self-Supporting Revenue Debt refers to those bond issues which are supported from specific revenue sources other than property taxes or enterprise earnings. Examples of this category would include pledges of gas taxes, sales tax revenue, State revenue sharing or other non ad valorem revenues.

Self-Supporting Debt refers to the bonds of the County's enterprise operations which generate sufficient revenues to satisfy their own debt service needs. This category includes the County Airport and Water Utilities. Solid Waste Authority (another Enterprise operation) is added due to the reporting entity concept.

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## Debt Service Ratios

### Ratios

The following table describes various debt ratios used to present and analyze the debt position and capabilities of the County.

#### Net Tax Supported Debt to Taxable Property Values

The first significant ratio is the ratio of net tax supported debt to taxable property values. This ratio indicates the proportion of tax supported debt (general obligation or voted debt), net of any debt service reserves, to the taxable values that can be assessed to support that debt.

Ratios in the range of 3% to 5% are considered acceptable. Palm Beach County currently has a ratio of .23%.

#### Net Tax Supported Debt per Capita

The second significant ratio is net tax supported debt per capita. This ratio indicates the net amount of tax support debt per person in the County.

Generally, per capita debt ratios of \$300 to \$500 are considered acceptable. Palm Beach County currently has a ratio of less than \$150 per person for currently outstanding bond issues.

### Other Ratios

Two other significant ratios are the ratio of the annual debt service on tax supported debt to total government operating expenses; and, the ratio of the annual debt service on non-self-supporting revenue bonds to total governmental operating expenses.

These ratios indicate what proportion of the annual budget is going to debt service for governmental operations. The budget sum of these two ratios should be less than 10% to be considered acceptable. The sum of these two ratios for Palm Beach County is currently 10.4% due to new issues for Environmentally Sensitive Lands but will gradually decrease as older issues are retired.

In summary, Palm Beach County continues to be in a very strong debt capacity position and appears to have untapped borrowing power for the future.



## Debt Service Data

|   | <u>FY 1994/95</u><br><u>Actual</u> | <u>FY 1995/96</u><br><u>Estimated</u> | <u>FY 1996/97</u><br><u>Budget</u> | <u>FY 1997/98</u><br><u>Projected</u> | <u>FY 1998/99</u><br><u>Projected</u> | <u>FY 1999/00</u><br><u>Projected</u> | <u>FY 2000/01</u><br><u>Projected</u> |
|---|------------------------------------|---------------------------------------|------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Tax Supported Debt (Net)  | \$150,165,000                      | \$141,985,000                         | \$133,465,000                      | \$124,585,000                         | \$115,300,000                         | \$106,000,000                         | \$96,260,000                          |
| Taxable Values (in \$1000's)  | \$52,633,481                       | \$54,817,787                          | \$57,257,373                       | \$60,120,242                          | \$63,126,254                          | \$66,282,566                          | \$69,596,695                          |
| Ratio of Net Tax Supported<br>Debt to Taxable Values  | 0.29%                              | 0.26%                                 | 0.23%                              | 0.21%                                 | 0.18%                                 | 0.16%                                 | 0.14%                                 |
| Population Estimates  | 962,802                            | 980,139                               | 1,000,722                          | 1,021,737                             | 1,043,194                             | 1,065,101                             | 1,087,468                             |
| Net Tax Supported Debt per Capita   | \$156                              | \$145                                 | \$133                              | \$122                                 | \$111                                 | \$100                                 | \$88                                  |
| General Operating Expenditures  | \$522,124,755                      | \$527,262,897                         | \$560,917,976                      | \$589,185,798                         | \$617,780,783                         | \$647,993,701                         | \$678,557,074                         |
| Annual Debt Service<br>Tax Supported Debt   | \$13,117,009                       | \$16,192,844                          | \$16,200,444                       | \$16,194,669                          | \$16,204,195                          | \$15,590,280                          | \$15,781,786                          |
| Ratio of Annual Debt Service<br>on Tax Supported Debt to<br>General Operating Expenditures                    | 2.5%                               | 3.1%                                  | 2.9%                               | 2.7%                                  | 2.6%                                  | 2.4%                                  | 2.3%                                  |
| Annual Debt Service Non Self-<br>Supporting Revenue Bond Debt   | \$40,450,665                       | \$41,486,399                          | \$42,072,761                       | \$42,601,376                          | \$40,563,468                          | \$37,641,529                          | \$37,548,077                          |
| Ratio of Annual Debt Service on Non<br>Self-Supporting Revenue Bond Debt to<br>General Operating Expenditures | 7.7%                               | 7.9%                                  | 7.5%                               | 7.2%                                  | 6.6%                                  | 5.8%                                  | 5.5%                                  |

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## Debt Service By Fund

### \$23.375M Refunding Bond of \$30M Park Development Bond

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$2,530,000                |
| Interest          | 754,380                    |
| Paying Agent Fees | <u>520</u>                 |
| Total             | <u><u>\$3,284,900</u></u>  |

### Budget Comment:

This fund provides debt service on the Refunding Bonds Series 1993 issued for the purpose of providing a portion of the funds required to pay the cost of refunding \$21,485,000 of the Series 1987 Park Bond Issue. These bonds mature in 1994 through 2002 and carry an interest rate of 2.65% to 4.8%. Interest is payable on January 1, 1994 and each July 1 and January 1. The original bonds were issued by the County for the purpose of providing the funds required to finance the cost of improving and developing public parks and recreation facilities in the County. Funds to retire the bonds are provided from ad valorem taxes.



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## Debt Service By Fund

### \$50M Environmental Sensitive Land Debt Service, Series 1991

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$1,775,000                |
| Interest          | 1,502,168                  |
| Paying Agent Fees | <u>100</u>                 |
| Total             | <u><u>\$3,277,268</u></u>  |

### Budget Comment:

This fund provides for the debt service on the initial \$50,000,000 voted bond issue for the purchase of Environmentally Sensitive Lands. The bonds were issued in FY 1992 and the proceeds are to be used for the purchase of selected parcels of land considered to be environmentally sensitive should they be used for development. The second issue of \$50,000,000 for the same type of purchase was made in FY 1995. Funds to retire the bonds are provided from ad valorem taxes.

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## Debt Service By Fund

### \$59.39M General Obligation Refunding Bonds

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$2,740,000                |
| Interest          | 2,474,547                  |
| Paying Agent Fees | <u>2,500</u>               |
| Total             | <u><u>\$5,217,047</u></u>  |

### Budget Comment:

This fund provides for the debt service on the \$59,390,000 General Obligation Refunding Bonds issued in 1994. The bonds are in \$5,000 denominations, mature from 1994 through 2011, and pay annual interest of 2.50% to 6.75%. Funds to retire the bonds are provided from ad valorem taxes.



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## Debt Service By Fund

### \$50M Environmental Sensitive Land Debt Service, Series 1994

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$1,475,000                |
| Interest          | 2,949,334                  |
| Paying Agent Fees | <u>1,000</u>               |
| Total             | <u><u>\$4,425,334</u></u>  |

### Budget Comment:

This fund provides for the debt service on the second \$50,000,voted bond issue for the purchase of Environmentally Sensitive Lands. The bonds were issued in FY 1992 and the proceeds are to be used for the purchase of selected parcels of land considered to be environmentally sensitive should they be used for development. Funds to retire the bonds are provided from ad valorem taxes.

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## Debt Service By Fund

### \$25M Professional Sports Facility Revenue Bond

|                      | <u>Amount<br/>Budgeted</u> |
|----------------------|----------------------------|
| Principal            | \$775,000                  |
| Interest             | 1,425,153                  |
| Debt Service Reserve | <u>2,277,730</u>           |
| Total                | <u><u>\$4,477,883</u></u>  |

### Budget Comment:

These bonds are proposed to be issued in FY 1997 for the construction of Spring Training facilities for the St. Louis Cardinals and Montreal Expos. The bonds mature annually for 20 years and funds for retirement of the bonds are legally available non-ad valorem revenues.



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## Debt Service By Fund

### \$2.5M Improvement Revenue Bond

|                      | <u>Amount<br/>Budgeted</u> |
|----------------------|----------------------------|
| Principal            | \$165,000                  |
| Interest             | 7,096                      |
| Paying Agent Fees    | 1,500                      |
| Debt Service Reserve | <u>183,688</u>             |
| Total                | <u><u>\$357,284</u></u>    |

### Budget Comment:

These bonds were issued in 1967 and mature annually through 1997. They provide for construction improvements to the County Home and General Care Facility, the North County Health & Welfare Building, the South County Health & Welfare Building, as well as roads and parks projects. Funding for the retirement of the bonds is provided by state race track funds. The coupon rate ranges from 4.3% to 6.0%.

The Debt Service Reserve is a special fund established to cover the highest combined interest and principal payment in any year in the term of the 1967 \$2,500,000 Construction Improvement bond issue. Surplus funds accruing are transferred into the bond's interest and sinking fund.

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## Debt Service By Fund

### \$9.375M Non Ad Valorem Revenue Bond

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$2,540,000                |
| Interest          | 293,778                    |
| Paying Agent Fees | <u>525</u>                 |
| Total             | <u><u>\$2,834,303</u></u>  |

### Budget Comment:

This fund provides for the debt service on the \$9,375,000 bonds issued in FY 1995 for the purchase of Sheriff's vehicles and computer equipment for the County and the Sheriff. The bonds mature in FY 1999.



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## Debt Service By Fund

### \$1M Glades Health Facility Revenue Bond

|                      | <u>Amount<br/>Budgeted</u> |
|----------------------|----------------------------|
| Principal            | \$55,000                   |
| Interest             | 26,750                     |
| Debt Service Reserve | <u>85,000</u>              |
| Total                | <u><u>\$166,750</u></u>    |

### Budget Comment:

This fund provides for the debt service on the \$1 Million Glades Health Facility construction bonds. The bonds mature from 1986 to 2004 and pay annual interest of 5.0%. Funding for the retirement of the bonds is provided by rental income of the facility.

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## Debt Service By Fund

### \$10.47M Airport Centre Building Bond Fund

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$360,000                  |
| Interest          | 534,190                    |
| Paying Agent Fees | <u>360</u>                 |
| Total             | <u><u>\$894,550</u></u>    |

### Budget Comment:

This fund provides for the debt service on the \$10,470,000 bonds issued in FY 1993 for the construction and purchase of a County office facility primarily for the Planning, Zoning and Building Department and Engineering Department. The objective is to provide for a one-stop permitting center and to establish sufficient office space for County operations through the year 2010. This building was developed at the Airport Centre on property owned by the County and buildings partially leased by the County.



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## Debt Service By Fund

### \$15.175M Judicial Center Parking Facilities

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$435,000                  |
| Interest          | 708,533                    |
| Paying Agent Fees | <u>775</u>                 |
| Total             | <u><u>\$1,144,308</u></u>  |

### Budget Comment:

This fund provides for the debt service on the \$15,175,000 bonds issued in FY 1996 for the construction of a parking facility adjacent to the new Criminal Justice Facility.

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## Debt Service By Fund

### \$9.15M Okeeheelee Golf Course Revenue Bond Fund

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$295,000                  |
| Interest          | 468,365                    |
| Paying Agent Fees | <u>550</u>                 |
| Total             | <u><u>\$763,915</u></u>    |

### Budget Comment:

This fund provides for the debt service on the \$9,150,000 Okeeheelee Golf Course Revenue Bonds. The bonds were issued in FY 1993-94 for the construction of a golf course in the Okeeheelee Park facility.



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## Debt Service By Fund

### \$30.730M Beach Bond Refunding Series 1993

|                      | <u>Amount<br/>Budgeted</u> |
|----------------------|----------------------------|
| Principal            | \$1,745,000                |
| Interest             | 1,226,825                  |
| Paying Agent Fees    | 2,500                      |
| Debt Service Reserve | <u>3,011,354</u>           |
| Total                | <u><u>\$5,985,679</u></u>  |

### Budget Comment:

This fund provides for the debt service on the \$30,730,000 Beach Acquisition Revenue Refunding Bonds, Series 1993. The bonds were issued in FY 1993 for the purpose of providing funds to advance refund and decrease the County's Beach Acquisition Bonds, Series 1986; make a deposit to the Debt Service Reserve Account in the amount of the Debt Service Reserve requirement for the Series 1993 Bonds; pay the premium for a municipal bond insurance policy and pay the costs of issuing the Series 1993 Bonds. The Bonds mature from 1993 to 2007 and carry an annual interest rate from 2.5% to 5.250%. The funding source for the debt service is non-ad valorem revenues, currently Sales Tax.

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## Debt Service By Fund

### \$26.515M Revenue Refunding Bonds, Series 1993

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$1,725,000                |
| Interest          | 1,028,850                  |
| Paying Agent Fees | <u>2,000</u>               |
| Total             | <u><u>\$2,755,850</u></u>  |

### Budget Comment:

This fund provides for the debt service on the \$26,515,000 Revenue Refunding Bonds, Series 1993. The bonds were issued in FY 1993 for the purpose of providing funds to advance refund and decrease the County's Revenue Bonds, Series 1986; pay the cost of obtaining a Reserve Account Credit Facility in an amount equal to the Debt Service Reserve Requirement; pay the premium for a municipal bond insurance policy and pay the costs of issuing the Series 1993 Bonds. The Bonds mature from 1993 to 2006 and carry an annual interest rate from 2.6% to 5.30%. The major funding source for the debt service is non-ad valorem revenues.



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## Debt Service By Fund

### \$233.6M Criminal Justice Facility

|                    | <u>Amount<br/>Budgeted</u> |
|--------------------|----------------------------|
| Principal          | \$5,855,000                |
| Interest           | 6,490,860                  |
| Paying Agents Fees | <u>300</u>                 |
| Total              | <u><u>\$12,346,160</u></u> |

### Budget Comment:

This fund provides budget for the debt service on the Criminal Justice Facilities Revenue Bonds, Series 1990. The Bonds are dated June 15, 1990 and issued in \$5,000 denominations. The serial portion of the bonds mature from 1994 to 2005 and pay annual interest of 6.3% to 7.2%.

In FY 1993, \$120,770,000 was refunded by \$117,485,000 Criminal Justice Revenue Refunding Bonds, Series 1993. A total of \$107,990,000 remains outstanding from this issue, Series 1990. The principal source of funding for this issue is non ad valorem revenues, currently Sales Tax.

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## Debt Service By Fund

### \$117.485M Criminal Justice Facility Refunding Bonds, Series 1993

|                    | <u>Amount<br/>Budgeted</u> |
|--------------------|----------------------------|
| Principal          | \$355,000                  |
| Interest           | 6,127,483                  |
| Paying Agents Fees | <u>550</u>                 |
| Total              | <u><u>\$6,483,033</u></u>  |

### Budget Comment:

This issue, Series 1993, was to provide funds for the advance refunding of \$120,770,000 from the \$233.6M Criminal Justice Facility Revenue Bonds, Series 1990 and to pay the cost of issuing the Bonds, including the municipal bond insurance premium and the cost of the Reserve Account Credit Facility. The Bonds mature from 1994 to 2011 and carry an annual interest rate of 2.75% to 5.375%

A total of \$107,990,000 remains outstanding from the Series 1990 issue. The principal source of funding for both issues is non-ad valorem revenues, currently Sales Tax.



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## Debt Service By Fund

### \$26.08M Criminal Justice Facility Completion Bonds, Series 1994

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$795,000                  |
| Interest          | 1,426,797                  |
| Paying Agent Fees | <u>550</u>                 |
| Total             | <u><u>\$2,222,347</u></u>  |

### Budget Comment:

This issue, Series 1994, is to provide funds for the completion of the Criminal Justice Facility projects. \$260,000,000 in Bonds were originally authorized to be issued for these projects of which \$233,600,000 have been issued. Postponement of one component (Belle Glade Jail) has enabled the delay in issuance of these completion bonds, although they are still required in order to complete that project. The major funding source is non-ad valorem revenues, currently Sales Tax.

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## Debt Service By Fund

### \$22.245M Administrative Complex Revenue Refunding Bonds, Series 1993

|                   | <u>Amount<br/>Budgeted</u> |
|-------------------|----------------------------|
| Principal         | \$930,000                  |
| Interest          | 975,005                    |
| Paying Agent Fees | <u>2,570</u>               |
| Total             | <u><u>\$1,907,575</u></u>  |

### Budget Comment:

This issue, Series 1993, is to provide funds to refund the Palm Beach County Public Building Corporation, Inc. (Administrative Complex) Revenue Refunding Bonds, Series 1986; fund the Debt Service Reserve Account by the purchase of a surety bond in the amount of the Debt Service Reserve Requirement; pay the premium for a municipal bond insurance policy and pay the cost of issuing the Series 1993 Bonds. The Bonds mature from 1994 to 2006 and carry annual interest rates from 3.00% to 5.20%. The main source of funding for the debt service is non-ad valorem revenues.



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## Debt Service By Fund

### \$60.875M Sunshine Pool

|                       | <u>Amount<br/>Budgeted</u> |
|-----------------------|----------------------------|
| Principal             | \$3,310,000                |
| Interest              | 1,743,708                  |
| Recurring Issue Costs | 238,247                    |
| Paying Agent Fees     | <u>28,408</u>              |
| Total                 | <u><u>\$5,320,363</u></u>  |

### Budget Comment:

This fund provides for the debt service on the \$60,875,000 pooled financing debt service fund. Proceeds were used to finance land acquisition, construction and improvements to various general government and Fire-Rescue buildings. This is a pooled financing arrangement with a variable interest rate. \$50,875,000 was issued May 1, 1987, with a maturity date of 2016. On May 31, 1988, an additional \$10,000,000 was borrowed and is to be repaid over a 15 year period.

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## Debt Service By Fund

### \$4.3M Sheriff Vehicle Loan 1996

|           | <u>Amount<br/>Budgeted</u> |
|-----------|----------------------------|
| Principal | \$1,386,615                |
| Interest  | <u>171,979</u>             |
| Total     | <u><u>\$1,558,594</u></u>  |

### Budget Comment:

This fund provides for the debt service on the \$4,300,000 financing agreement for the purchase of 1996 vehicles for the Sheriff's Department. It is amortizable over a three year period.



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## Debt Service By Fund

### \$3.06M Sheriff Vehicle Loan 1994

|           | <u>Amount<br/>Budgeted</u> |
|-----------|----------------------------|
| Principal | \$444,964                  |
| Interest  | <u>4,292</u>               |
| Total     | <u><u>\$449,256</u></u>    |

### Budget Comment:

This fund provides for the debt service on the \$3,060,000 financing agreement for the purchase of 1994 vehicles for the Sheriff's Department. It is amortizable over a four year period. Funding for the debt service is provided by the Sheriff.

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## Debt Service By Fund

### Water Utilities Debt Service

|                               | Amount<br><u>Budgeted</u> |
|-------------------------------|---------------------------|
| Principal                     | \$5,676,000               |
| Interest                      | 6,572,811                 |
| Paying Agent Fees             | 12,000                    |
| Amortization of Issuance Cost | 109,200                   |
| Debt Service Reserve          | <u>1,497,000</u>          |
| Total                         | <u>\$13,867,011</u>       |

### Budget Comment:

The Water Utilities Department currently has six outstanding bond issues plus a State revolving loan participation with the City of West Palm Beach.

#### 1) Water & Sewer System Series 1985 - \$18,645,000

The proceeds of this issue were used to refund the Revenue Bond Anticipation Notes, Series 1984, which had been issued to complete the purchase of the South Palm Beach Utilities System. This is a variable rate bond with maturities ranging from October 1, 1986, to October 1, 2011. The cap on the variable rate is 15.0%

#### 2) Water & Sewer System Series 1986 - \$59,530,000

The proceeds of this issue were used to refund \$46,140,000 of the Water & Sewer System Series 1984 bond issue in order to reduce the annual debt service requirements. The savings achieved approximate \$7,500,000 over the life of the issue. The interest rates range from 3.75% for bonds due October 1, 1987, to 7.1% for bonds due October 1, 2011.

#### 3) Water & Sewer System Series 1989 - \$38,000,000

The proceeds derived from this issue, together with other available moneys of the Water Utilities Department, will be used to pay the cost of certain additions and improvements to the water and sewer facilities of the County in accordance with the Department's Five-Year Capital Improvement Program, as amended and updated annually, and to pay certain costs relating to the issuance of the Series 1989 Bonds.

#### 4 & 5) Water & Sewer Systems Series 1993 A & B - \$15,000,000 & \$29,875,000

The proceeds of Series A were used to pay the cost of additions to the water systems. The proceeds of Series B were used to refund a portion of the Series 1989 bonds.

#### 6) Water & Sewer Systems Series 1995 - \$54,650,000

The proceeds derived from this issue, together with other available moneys of the Water Utilities Department will be used to pay the costs of certain additions and improvements to the water and sewer system in accordance with the Department's Five-Year Capital Improvement Program and to pay certain costs related to the issuance of the series 1995 bonds.



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## Debt Service By Fund

### Airports Debt Service

|                      | <u>Amount<br/>Budgeted</u> |
|----------------------|----------------------------|
| Principal            | \$4,690,000                |
| Interest             | 11,982,238                 |
| Paying Agent Fees    | 37,000                     |
| Debt Service Reserve | <u>20,499,808</u>          |
| Total                | <u><u>\$37,209,046</u></u> |

### Budget Comment:

The Department of Airports currently has three outstanding bond issues.

#### 1) Airport System Series 1992 - \$90,690,000

This issue originally consisted of \$124,300,000 in fixed rate (Series A) and \$60,000,000 in weekly adjustable/fixed rate bonds (Series B). In May, 1986, the Series B bonds were converted to a fixed rate. The bonds were sold to finance improvements to the Palm Beach International Airport System, including the general aviation airports in Pahokee and Lantana as well as a new general aviation airport in northern Palm Beach County. On March 5, 1992, these bonds were issued to advance refund the remaining Series 1984 Bonds.

#### 2) Airport System Series 1989 Subordinated Indebtedness - \$3,850,000

The proceeds of these expense bonds were used to fund issue costs such as insurance premiums, counsel fees, other expenses and a reserve account for future debt service payments

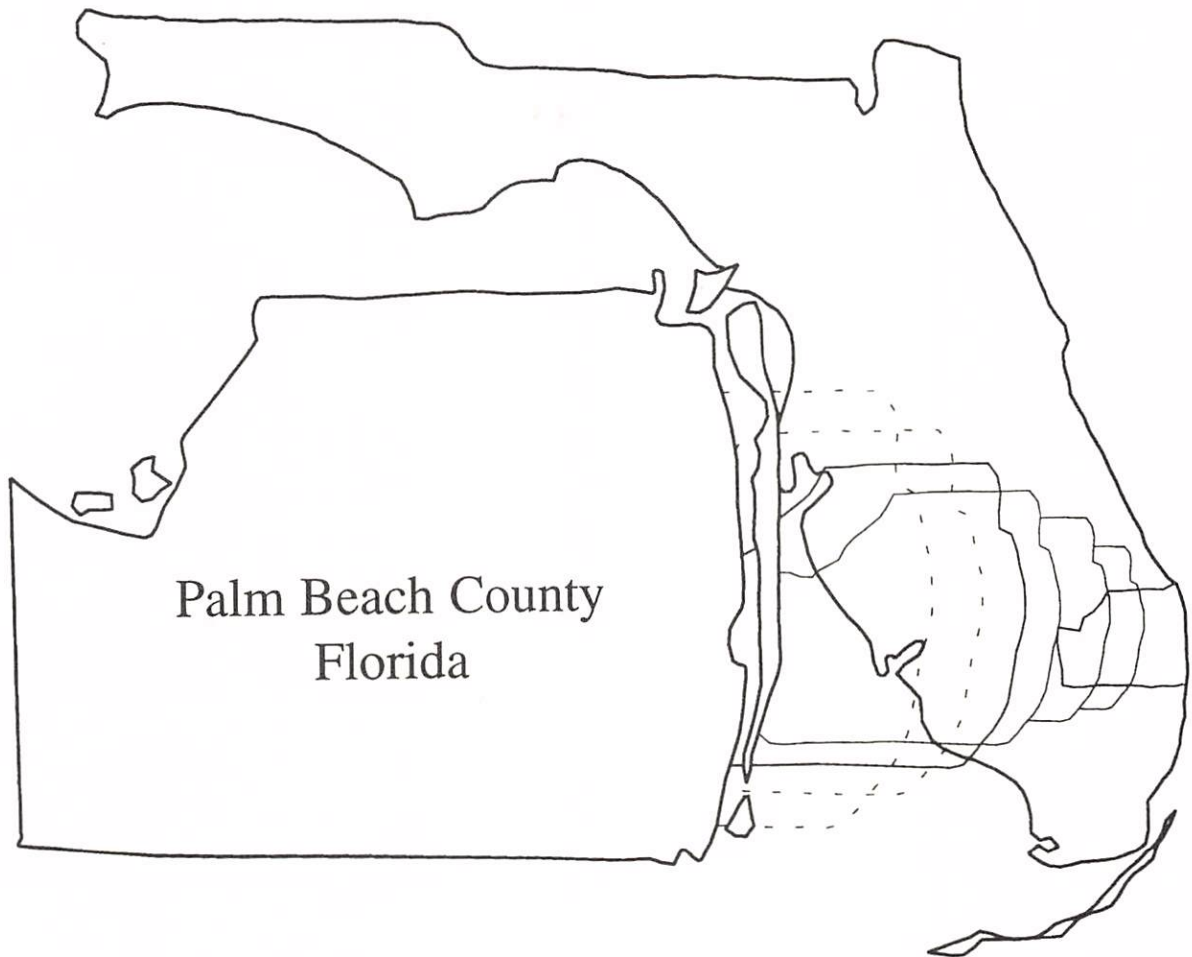
#### 3) Airport System Series 1991 - \$94,815,000

The proceeds of this issue are being used to refund a portion of the \$188,400,000 Series 1984 bonds in order to reduce annual debt service requirements. The net present value of the savings is approximately \$10 million.





# Appendices







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## Glossary

### **Ad Valorem Tax**

A tax levied on the assessed value of real or tangible personal property. Also known as "Property Tax."

### **Aggregate Millage Rate**

The sum of all ad valorem taxes levied by the governing body of a county for countywide purposes excluding voted debt, plus ad valorem taxes levied for any district dependent to the governing body, divided by the total taxable value of the county, converted to a millage rate. Expresses an "average" tax rate.

### **Appropriation**

A legal authorization granted by a legislative body (e.g., Board of County Commissioners) to incur obligations and make expenditures for specific purposes.

### **Assessed Value**

The fair market value of property (real estate or personal), as determined by the County's Property Appraiser. The assessed value less any exemptions allowed by law is the "taxable value".

### **Balanced Budget**

A budget in which estimated revenues and appropriations are equal.

### **Base Budget**

Ongoing expense for personnel, contractual services, supplies and the replacement of equipment required to maintain service levels previously authorized by the Board of County Commissioners.

### **Board of County Commissioners (BCC)**

The legislative and governing body of a county. Also referred to as the "County Commission".

### **Bond**

A certificate of debt containing a promise to pay a specified sum of money (called the face value or principal) at a specified date or dates in the future (called the maturity date) together with periodic interest at a specified rate. Bonds are typically used for long-term debt to pay for specific capital expenditures.

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**Bond Refinancing**

The issuance of bonds to obtain better interest rates and/or bond conditions by paying off older bonds.

**Budget**

A comprehensive financial plan of operations embodying an estimate of proposed expenditures for a given period and the proposed means of financing them, and specifying the type and level of services to be provided. Most local governments have two types of budgets -- the "Operating Budget" and the "Capital Improvement Budget".

Palm Beach County uses the following terms:

**Tentative Budget:** County Administrator's recommended budget.

**Adopted Tentative Budget:** Board's modification to the County Administrator's recommended budget. (Basis for first public hearing).

**Final Budget:** Board's modified budget at first public hearing. (Basis for second public hearing).

**Approved Budget:** Board-approved budget at second, and final public hearing.

**Budget Amendment**

An increase or decrease in budgeted revenues with a corresponding increase or decrease in appropriations within the same fund. The budgeted fund total is changed.

**Budget Document**

The official written statement which presents the proposed budget to the legislative body (e.g., County Commission).

**Budget Message**

A general discussion of the proposed budget presented in writing as a part of or supplement to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the County Administrator.



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| <b>Budget Transfer</b>                   | A transfer of appropriations between two or more accounts within the same fund. The budgeted fund total is not changed.   |
| <b>Capital Equipment</b>                 | Equipment with a value in excess of \$500 and an expected life of more than one year such as automobiles, computers and furniture.  |
| <b>Capital Improvement</b>               | Physical assets, constructed or purchased, that have a minimum useful life in excess of one year and a minimum cost of \$25,000. Capital improvements typically involve physical assets such as buildings, streets, water and sewage systems, and recreation facilities.  |
| <b>Capital Improvement Budget</b>        | A budget including those approved capital improvement projects contained in the first year of the Capital Improvement Program (CIP).  |
| <b>Capital Improvement Program (CIP)</b> | A plan for capital expenditures to be incurred each year over a fixed period of years to meet anticipated capital needs. It sets forth each project or other contemplated expenditure in which the County is to have a part and specifies the full resources estimated to be available to finance the projected expenditures. |
| <b>Capital Outlays</b>                   | Expenditures which result in the acquisition of, or addition to, fixed assets such as buildings, land, and roads.   |
| <b>Capital Project Fund</b>              | A fund established to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary or Trust Funds).   |
| <b>Comprehensive Plan</b>                | Required under Chapter 163 of the Florida Statutes, the Plan shall prescribe principles, guidelines and standards for the orderly and balanced future economic, social, physical, environmental and fiscal development of the County.   |

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| <b>Contingency</b>           | An appropriation of funds which are set aside to cover emergencies as unforeseen events occur during the fiscal year, such as new federal mandates, shortfalls in revenue and unanticipated expenditures.  |
| <b>County</b>                | A political subdivision of the State which is empowered to levy and collect taxes and provide services to citizens within its boundaries.  |
| <b>County Budget Officer</b> | Each Board of County Commissioners, pursuant to Florida Statutes, Section 129.025, may designate a county budget officer to carry out budget duties as set forth in Chapter 129. In Palm Beach County, the County Administrator has been designated the County Budget Officer. |
| <b>County Officers</b>       | Independently elected officials including the Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections and Tax Collector. Also referred to as "Constitutional Officers".   |
| <b>Debt Service</b>          | Payment of principal and interest related to long-term debt.   |
| <b>Debt Service Fund</b>     | A fund used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.   |
| <b>Deficit (Budget)</b>      | The excess of budget expenditures over revenue receipts.   |
| <b>Department</b>            | An organizational unit responsible for carrying out a major governmental function, such as Public Safety or Water Utilities.   |
| <b>Depreciation</b>          | Expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.  |
| <b>Encumbrance</b>           | An amount of money committed for the future payment for goods and services not yet received. Encumbrances result from the issuance of a purchase order, contract or formal agreement.  |



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**Enterprise Fund**

A fund established to account for operations that are financed and operated in a manner similar to private business. The intent is that the full cost of providing the goods or services be financed primarily through charges and fees, thus removing the expense from the tax rate. An example is Water and Sewer.

**Exemption**

A reduction to the assessed value of property. The most common exemption is the \$25,000 homestead exemption allowed if the owner uses the property as the principal residence. There are also exemptions for disability, government owned and non-profit owned property.

**Expenditures**

The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset or service or settling a loss.

**Fiscal Year**

Any period of 12 consecutive months designated as the budget year. The fiscal year used by the County begins October 1 and ends September 30 of the following calendar year and is set by State Statute. The year is represented by the date on which it ends. For example, October 1, 1996 to September 30, 1997 would be Fiscal Year 1997.

**Fixed Assets**

Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

**Franchise Fee**

A fee levied on a public service corporation in return for granting a privilege or permitting the use of public property. These fees are usually passed on to the corporation's customers as a cost of doing business. Services subject to franchise fees include electricity, telephone, natural gas, water and cable television.

**Full-time Equivalent  
(F.T.E.)**

The number of approved positions equated to a full-time basis (e.g., two half-time positions equal one full-time equivalent position).

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| <b>Fund</b>  | An accounting entity with a self-balancing set of accounts, which are segregated for the purpose of carrying on specific activities or attaining certain objectives, in accordance with special regulations, restrictions or limitations.   |
| <b>Fund Balance</b>                                    | The excess of fund assets over its liabilities. A negative fund balance is sometimes called a deficit.  |
| <b>General Fund</b>                                    | A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include Purchasing, Employee Relations & Personnel, and OFMB.  |
| <b>Generally Accepted Accounting Principals (GAAP)</b> | Uniform minimum standards of and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practices at a particular time. |
| <b>Goal</b>  | A long-range desirable result attained by achieving objectives designed to implement a strategy.  |
| <b>Grant</b>   | A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.   |
| <b>Homestead Exemption</b>                             | A deduction from the assessed (taxable) value of property permanently occupied by the owner in the State of Florida. The exemption is now \$25,000 for all property owners who qualify.   |
| <b>Impact Fee</b>                                      | A charge to a developer and /or owner/builder to offset the cost of providing capital facilities to meet growth demands. The County assesses impact fees for county owned capital facilities for parks, fire-rescue, library, law enforcement, public buildings, schools and roads.               |

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| <b>Interfund Transfer</b>         | Movement of assets (usually cash) from one fund to another. Also referred to as "Transfers In/Out".  |
| <b>Intergovernmental Revenues</b> | Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.  |
| <b>Internal Service Fund</b>      | A fund established for the financing of goods or services provided by one department or agency to other departments or agencies on a cost reimbursement basis.   |
| <b>Lease-purchase Agreements</b>  | Contractual agreements which are termed "leases", but which in substance amount to purchase contracts, for equipment and machinery.  |
| <b>Legally Adopted Budget</b>     | The total of the budgets of each County fund including budgeted transactions between funds.  |
| <b>Levy</b>                       | To impose taxes, special assessments, or service charges for the support of County activities.   |
| <b>Liability</b>                  | Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. The term does not include encumbrances.   |
| <b>Line-item</b>                  | A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.                                     |
| <b>Mandate</b>                    | Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid. |
| <b>Millage Rate</b>               | Rate applied to assessed (taxable) value to determine property taxes. A mill is 1/10th of a penny, or \$1.00 of tax for each \$1,000 of assessed value.  |

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**Municipal Services  
Benefits Unit (MSBU)**

A special district created to provide for projects and/or services to a specifically defined area of the County and financed by a special assessment to only those citizens receiving the benefits of those projects or services.

**Municipal Services  
Taxing Unit (MSTU)**

A taxing district covering a segment of the unincorporated area of the County, with individual assessed values and millage rates, which provides municipal-type services such as fire-rescue, or road and street improvements to residents of the area.

**Municipality**

A local government having governmental, corporate and proprietary powers to enable it to conduct municipal government, perform municipal functions and render municipal services.

**Net Budget**

The legally adopted budget less all interfund transfers and inter-departmental charges.

**Non-Ad Valorem  
Assessments**

Charges that are not based on property value, but are levied for specific services on each parcel of property. Examples include charges for solid waste disposal, lighting, drainage and water.

**Non-Operating  
Expenditures**

The costs of government services which are not directly attributable to a specific County program or operation. Examples include debt service obligations and contributions to Human Service organizations.

**Non-Operating Revenues**

The incomes received by the government which are not directly attributable to providing a service. An example is interest on investments.

**Non-Tax Revenues**

The revenue derived from non-tax sources, including licenses and permits, intergovernmental revenue, charges for service, fines and forfeitures, and various other miscellaneous revenues.



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| <b>Objective</b>            | Something to be accomplished expressed in specific, well-defined, and measurable terms and achievable within a specific time frame.  |
| <b>Operating Budget</b>     | A budget for general expenditures such as salaries, utilities and supplies.  |
| <b>Organization</b>         | A level of financial reporting and management responsibility under the County's financial system.  |
| <b>Performance Measures</b> | Specific quantitative and qualitative measures of work performed.  |
| <b>Personal Services</b>    | Items of expenditures in the operating budget for salaries and wages paid for services performed by County employees, as well as the incidental fringe benefit costs.  |
| <b>Property Tax</b>         | Taxes derived from all non-exempt real and tangible personal property located within the County. Property taxes are computed on the basis of multiplying the millage rate by the taxable value of real or personal property. |
| <b>Proprietary Fund</b>     | A fund which operates similarly to the private sector and focuses on the measurement of net income.  |
| <b>Reserve</b>              | A specified amount of funds set aside for the purpose of meeting future expenses. Expenditure of reserve funds requires approval of the Board of County Commissioners.   |
| <b>Retained Earnings</b>    | An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.   |
| <b>Revenue</b>              | Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.         |

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|-------------------------------|--|
| <b>Revenue Bonds</b>          | Bonds usually sold to finance the construction of a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.   |
| <b>Rolled-back Rate</b>       | The millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue for each taxing entity as was levied during the prior year. The rolled-back rate accounts for changes in the market value of property and represents "no tax increase". The only source of additional tax revenue under the rolled-back rate is taxes levied upon new construction. |
| <b>Service Level</b>          | Services or products which comprise the actual or expected output of a given program.  |
| <b>Special Revenue Fund</b>   | A fund used to account for specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.   |
| <b>Statute</b>                | A written law enacted by a duly organized and constituted legislative body.  |
| <b>Supplemental Requests</b>  | Departmental requests for additional funding in the budget year in order to increase or enhance existing service levels.   |
| <b>Tax Equivalent Revenue</b> | Any revenue that can be used to reduce ad valorem funding requirements on a dollar for dollar basis (e.g., franchise fees, utility taxes).   |
| <b>Tax Rate</b>               | The amount of tax stated in terms of a unit of the tax base. For example, 7 mills equals 7 dollars per thousand of taxable value.  |
| <b>Tax Rate Limit</b>         | The maximum legal property tax rate at which a taxing authority may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.  |
| <b>Taxable Value</b>          | The value used for computing the ad valorem taxes levied against property. The taxable value is the "assessed value" less any exemptions allowed by law.   |

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**Taxes**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

**Transfers In/Out**

Amounts transferred from one fund to another to assist in financing the services of the recipient fund.

**Trim Notice**

The Florida Truth in Millage Law of 1980 requires a notice be sent annually to property taxpayers explaining any changes in the millage rate of each taxing authority from the prior year. The notice also includes the time and place of public hearings on proposed millage rates and is designed to keep the public informed about the taxing intentions of the various taxing authorities.

**Trust and Agency Fund**

A fund used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

**Truth in Millage Law  
(TRIM)**

A 1980 Florida law which changed the budget process for local taxing governments. It was designed to keep the public informed about the taxing intentions of the various taxing authorities.

**Unincorporated Area**

That portion of the County which is not within the boundaries of any municipality.

**User (Fees) Charges**

The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**Utility Tax**

A tax levied by the County on the customers of various utilities such as electricity, telephone, gas and water. The tax rate may be levied up to 10.0 percent of the sales price of such utility service or commodity.

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## **Financial Policies Relating to FY 1996-97 Budget**

Palm Beach County's FY 1996-97 Budget has been developed using the policies described in this segment of the Budget document and is intended to facilitate management actions on financial decisions, as well as, to assist other readers of this document in understanding County finances.

The establishment of consolidated financial policies will also have the following beneficial results:

- ◆ Provide a concise reference guide for consideration of County financial matters.
- ◆ Direct attention to overall financial condition, rather than a narrow focus on single issues.
- ◆ Exhibit a commitment to sound financial management and fiscal integrity, establishing credibility and confidence for citizens, investors, and rating agencies.
- ◆ Demonstrate a compliance with applicable Florida statutory requirements.

The financial policies on the following pages are grouped into the following categories:

**I. Budget Policies**

**II. Revenue Policies**

**III. Expenditure Policies**

**IV. Reserve Policies**

**V. Debt Policies**

**VI. Capital Improvement Policies**



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## **I. Budget Policies**

### **I.1 Balanced Budget**

The County's Annual Budget shall be balanced; that is, the total of the estimated receipts, including balances brought forward, shall equal the total of the appropriations and reserves (Florida Statutes, 129.01(2)(b)).

### **I.2 Budget Adoption**

The County's Annual Budget shall be adopted by the Board of County Commissioners at a fund level.

### **I.3 Estimates of Receipts**

The receipts division of the budget shall include 95% of all receipts reasonably to be anticipated from all sources, including taxes to be levied, and 100% of balance to be brought forward at the beginning of the fiscal year (Florida Statutes, 129.01(2)(b) and 200.065(2)(a)).

### **I.4 Contingencies**

A reserve for contingencies may be budgeted in each operating and capital fund in an amount not more than 5% of the total fund budget; for reallocation by the Board of County Commissioners as needed to fund unforeseen needs during the budget year (Florida Statutes, 129.01(2)(c)(1)).

### **I.5 Cash Carryover**

A reserve for cash carryover will be budgeted in any fund which requires monies to be carried forward into the budget year to support operations until sufficient current revenues are received. This reserve will not exceed 20% of the fund budget (Florida Statutes, 129.01(2)(c)(2)).

### **I.6 Budget Transfers**

The Director, Office of Financial Management & Budget, has authority to approve intradepartmental transfers during the budget year. All other budget transfers (i.e. between departments, out of contingencies and reserves and between capital projects) require approval of the Board of County Commissioners.

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## **I.7 Budget Performance Reports**

The Office of Financial Management and Budget will provide quarterly reports during the budget year to the County Administrator and Board of County Commissioners, evaluating actual revenues and expenditures in comparison to budget.

## **II. Revenue Policies**

### **II.1 General Revenue Policy**

Generally, the County reviews estimated revenue and fee schedules as part of the budget process. Estimated revenue is conservatively projected (at 95% of estimate) for five (5) years and updated annually. Proposed rate increases are based upon:

- ◆ Fee policies applicable to each fund or activity.
- ◆ The related cost of the service provided.
- ◆ The impact of inflation on the provision of services.
- ◆ Equity of comparable fees.

The Revenue Policy of Palm Beach County includes these informal policies, with the addition of:

- ◆ Maintenance of a diversified and stable revenue system to shelter the County from short run fluctuations in any one revenue source.

### **II.2 Revenue Summaries**

As part of the annual budget process, a consolidated summary of revenue sources will be prepared and incorporated into the County's budget documents.



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### **II.3 Ad Valorem Taxes**

The use of Ad Valorem tax revenues will be generally limited to the following funds:

Countywide:

- General
- Fine & Forfeiture
- Capital Outlay
- Transportation Improvement
- Parks Improvement
- Public Building Improvement
- Debt Service

Dependent Districts:

- County Library
- Fire-Rescue MSTU

Specific allocations of such revenue will be made during the annual budget process.

### **II.4 Gas Taxes**

The use of Gas tax revenues will be generally limited to the following funds:

- County Transportation Trust
- Transportation Improvement
- Transportation Authority

### **II.5 Sales Taxes**

The use of Sales tax revenue will be generally limited to the following funds:

- General
- County Transportation Trust
- Debt Service
- Transportation Improvement

### **II.6 Impact Fees**

Palm Beach County shall require new development activity to pay fair share fees for new capital facilities or expansion of existing facilities. Fees shall not exceed a pro rata share of the reasonably anticipated costs of such improvements.

Impact fees have been implemented for parks, roads, libraries, Fire-Rescue, public buildings, schools, law enforcement and solid waste.

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## **II.7 Utility Tax**

The utility tax is a tax imposed on the purchase of utility services. It provides additional revenue necessary to maintain adopted levels of service, specifically the Sheriff's road patrol.

## **II.8 Tourist Development Taxes**

The use of Tourist Development tax revenues will be generally limited to the Tourist Development Trust Fund and the Beach Improvement Fund.

## **II.9 Grants**

Only such grants which can reasonably be expected to be received will be considered as revenue sources for budget development purposes. The County shall amend its Budget to reflect additional grants received during the budget year.

## **II.10 Restricted Revenues - Bonds**

Revenues which have been pledged to bondholders shall be restricted and shall conform in every respect to bond covenants.

**II.11 Countywide Revenues** collected on a Countywide basis will be allocated only to funds which provide Countywide services.

## **II.12 Cost Recovery Fees (User Charges)**

Cost recovery fees, where appropriate, should be established to offset the cost of providing specific services, and should be reviewed on a regular basis. Board policy provides for moving towards full recovery, and the Board will examine and act on exceptions to that policy.

Where full cost recovery is deemed inappropriate, cost recovery ratios should be established for consideration by the Board. (Upon approval by the Board, cost recovery ratios will be incorporated into the County's Financial Policies.)

## **II.13 Private Contributions**

The County provides many services to its residents, thereby enhancing the "Quality of Life" in our County.

To the extent possible, efforts should be made to secure private contributions, whether in the form of volunteer services, equipment, or cash contributions. This is particularly important in helping to defray the taxpayer burden of providing programs and activities which may be considered primarily "quality of life" in nature, such as various community services, cultural and recreational activities.



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### **III. Expenditure Policies**

#### **III.1 Administrative Charges**

The County has in place a federally-approved overhead distribution system which allocates General Fund Administrative Charges to the various County entities benefiting from such administrative activities. The existence of this system assures qualification for federal reimbursement of administrative costs associated with federal programs.

#### **III.2 County Grants**

As part of its annual budget process, the County identifies amounts to be granted to various community agencies which provide valuable services to the County's residents.

Because of increasing demands on the County's limited resources, the County will provide a maximum of the amount budgeted to each grant recipient. In the event that a grant recipient requests additional County funding, such request will be considered in the next year's budget process.

#### **III.3 Grant Supported County Programs**

The County conducts a variety of programs which depend on outside grants to the County for partial funding. In the event of reductions in such outside funding amounts, the program service levels will be reduced, and additional County support will not be provided to compensate for the reduction of outside funding.

Full recovery of annual and sick leave for employees working under a grant shall be undertaken.

#### **III.4 Performance Measures**

The County has developed "Performance Measures" for each of its departments in order to assure that maximum productivity is being achieved.

Where Performance Measures demonstrate that activities could more cost- effectively be provided by outsiders, contracting out of such activities will be considered.

Performance Measures will also provide management with criteria to use in evaluating departmental requests for increased funding levels.

#### **III.5 Categorization of Services**

The County will segregate its various services into distinct categories, in order to set priorities for allocating available money.

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The categories can be generally defined as follows:

**Basic or Core Services** - These are services which are best performed at the County level and are most closely linked to protecting the health and safety of citizens. Legally mandated services or commitments are also included in this category.

**Maintenance of Effort Services** - These are services which the County has traditionally provided.

**Quality of Life** - These are activities which are provided for more specialized groups and enhance the desirability of Palm Beach County as a place to live.

#### **IV. Reserve Policies**

A formally adopted reserve policy is an important factor in maintaining the fiscal health of Palm Beach County.

There are three (3) primary types of reserves:

**Operating Reserves**  
**Capital Reserves**  
**Debt Reserves**

The degree of need for these reserves differs, based upon the type of fund or operation involved. However, one policy statement for each type of reserve can be uniformly applied to most funds (excluding Airport, and Water and Sewer, which are subject to various regulatory requirements).

Board approval is required to move funds from Reserve accounts into expenditure line items.

##### **IV.1 Operating Reserves**

Reserve for Contingency - provides for unexpected expenditures which are deemed necessary during the budget year.

##### **IV.2 Capital Reserves**

Capital Reserves are established primarily to set aside funds to provide for additional projects, or additions to existing budgeted projects, which may be deemed appropriate for funding after the Annual Budget is adopted.

##### **IV.3 Debt Reserves**

Debt reserves are established to protect bondholders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds.



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The amount of debt reserves is established by bond indenture in association with each bond issuance.

These policy statements are intended to apply to various funds of the County. It is recognized that various Federal, State and Local laws and regulations, and specific financial policies may supersede these policies.

## **V. Debt Policies**

Palm Beach County will use debt financing when it is appropriate. It will be judged appropriate only when the following conditions exist:

1. When non-continuous capital improvements are desired.
2. When it can be determined that future citizens will receive a benefit from the improvement.

When Palm Beach County utilizes long-term debt financing, it will ensure that the debt is soundly financed by:

1. Conservatively projecting the revenue sources that will be utilized to pay the debt.
2. Financing the improvement over a period not greater than the useful life of the improvement.

Additionally, the County has the following policies in relation to debt financing:

1. Where possible, the County uses special assessment, revenue, or self-supporting bonds instead of general obligation bonds.
2. Palm Beach County maintains good communications with bond rating agencies about its financial condition.

Annual budgets and long-range forecasts include debt service payments and reserve requirements for all debt currently outstanding and for all proposed debt issues.

## **VI. Capital Improvement Policies**

### **VI.1 Six Year Program**

The County will develop a six year Capital Improvement Program as part of each year's annual budget process, and will make all capital improvements in accordance with the adopted Annual County Budget.

The County will identify the estimated costs and potential funding sources for each capital project before it is submitted to the Board of County Commissioners as a component of the six year program.

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## **VI.2 Operating Costs**

The costs of operating and maintaining all proposed projects will be identified and incorporated into six year financial projections for operations.

## **VI.3 Capital Financing**

The County Administrator will determine, and recommend to the Board, the least costly financing method for all capital projects.

## **VI.4 Renewal and Replacement**

The County shall develop and implement a program for identifying, scheduling and budgeting the renewal and replacement requirements of capital facilities.



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## Fund Structure and Governmental Accounting

Palm Beach County develops its Budget in accordance with the requirements of the Florida Statutes and generally accepted accounting principles (GAAP). GAAP requires that the budget for certain funds be developed using the modified accrual accounting method. The County develops and adopts budgets for its proprietary (businesslike) funds on the full accrual accounting method.

### Fund Accounting

In governmental accounting, the resources of the government are accounted for through funds. A fund is a separate fiscal and budgetary entity. Funds are set up to demonstrate stewardship and fiscal accountability for the resources entrusted to the government. The number and type of funds used is guided by sound financial judgement and the requirements of the Florida Statutes. Palm Beach County utilizes the following types of funds in its Budget:

### Governmental Funds

**General Fund** - This fund is the general operating fund of the Board. It is used to account for all financial resources received by the County, other than those which are accounted for in another fund.

**Special Revenue Funds** - These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes (other than Capital Project or Special Assessment type revenues).

**Debt Service Funds** - These funds are used to account for the accumulation of resources for the payment of principal, interest and other related costs on the general long-term debt of the County.

**Capital Project Funds** - These funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities or improvements (other than those financed by Proprietary or Special Assessment funds).

### Proprietary Funds

**Enterprise Funds** - These funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**Internal Service Funds** - These funds are used to account for the goods and services that are provided by departments for the benefit of other County departments, on a cost reimbursement basis.

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## **Measurement Basis**

In governmental accounting, the measurement basis used for the accounting system depends on the fund or funds involved.

Governmental funds use the modified accrual basis of accounting. Under this basis, revenues are recognized if they are measurable and available for use during the year. Expenditures are recognized in the period the liabilities are incurred if measurable, except for accrued interest of general long-term debt which is recognized when payment is due to bondholders.

Proprietary funds use the full accrual basis of accounting. Under this basis, revenues are recognized in the period earned and expenses are recognized in the period that the liabilities are incurred.

## **Financial Statements**

In governmental accounting, the focus for budgeting, measuring and reporting on financial activity depends on the funds involved.

Governmental funds are accounted for on a "financial resource flow" focus. This means that governmental fund balance sheets will only contain current assets, current liabilities and the excess of current assets over current liabilities, which is called fund balance or fund equity. Governmental fund operating statements present increases in resources (revenues and other financing sources), uses of resources (expenditures and other financing uses) and changes in fund balances.

Proprietary funds are accounted for on an "income determination" measurement focus. Accordingly, all assets and liabilities are included on their balance sheets. Proprietary fund operating statements present increases (revenues) and decreases (expenses) in total economic net worth (fund equity).



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## Major Revenue Sources

The following listing presents the major sources of revenue included in the FY 1996-97 Adopted Budget:

| <u>Revenue Source</u>   | <u>Decription</u>   |
|-------------------------|---|
| Property Taxes          | Estimated increase in taxable values of 4.5%. No increase to Countywide millage rate of 4.5191 mills of the previous year. The increased property values, 62.6% of which is from new construction, will generate \$10.5 million more in Countywide tax dollars than FY 1995-96. |
| Tourist Tax             | Tax rate of 4% on transient lodgings.   |
| Gasoline Taxes          | Combined tax of 15 cents a gallon. Comprised of local option gas taxes of 11 cents, a Ninth cent gas tax of 1 cent, a Constitutional gas tax of 2 cents, and a County gas tax of 1 cent.  |
| Building Permits        | Fees for the issuance of building permits on new construction. New construction for FY 1996-97 is estimated at \$ 1.5 billion.  |
| Federal Grants          | Federal grant funding for capital improvements, and a variety of social service and community needs.  |
| State Grants            | Various grants for a variety of local needs.  |
| State Shared            | Principally composed of State Revenue Sharing, which is a distribution of intangible and cigarette taxes. The revenue is substantially used for General Fund expenditures.  |
| ½ Cent Sales Tax        | Represents the ordinary distribution by the Department of Revenue, based on 9.653% of the net adjusted sales tax collection by the County and the application of allocation formulas to distribute the tax to the County and its municipalities.                                |
| Electric Franchise Fees | Franchise fees on electric revenues of Florida Power and Light (FPL) in the unincorporated areas of the County.   |

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|--------------------------------------|--|
| Utility Service Taxes                | Tax on the purchase of telecommunication services, electricity and metered or bottled gas in the unincorporated areas of the County.   |
| Charges for Services - Water & Sewer | Represents operating revenues for the County's Water and Sewer Department.   |
| Charges for Services - Airports      | Represents operating revenues for the County's Department of Airports. Major revenue components for the fiscal year 1996-97 include landing fees of \$5.5M, rental revenue of \$19.8M, and concession revenue of \$19.8M.  |
| Charges for Services - Other         | Represents revenues stemming from charges for current services provided to the public. Major components for the fiscal year 1996-97 include Golf Course greens fees of \$3.1M, judicial court fees of \$4.3M, and bus fares of \$4.2M.   |
| Charges for Services - Public Safety | Represents charges for services received from Public Safety. Major components for the fiscal year 1996-97 are charges for police services and Sheriff fees of \$9.4M, fire protection services of \$4.0M and animal care and control fees of \$1.8M.   |
| Interest                             | Earnings from investment of funds and profits on sale of investment securities.  |
| Special Assessment & Impact Fees     | Assessments represent collections that have resulted from compulsory levies against certain properties to help defray part or all of the cost of specific improvements or services that are presumed to be of special benefit to the assessed properties themselves. They are assessed to partially finance additional public facilities required to meet the needs of new development. School impact fee rates doubled in March 1995. |
| Transfers                            | Represents funds transferred from one fund to another. A transfer out of a fund is reflected as an expense while a transfer into a fund appears as a revenue.  |
| Debt Proceeds                        | Represents debt financing for FY 1996-97 in the amount of \$60.4M. Proceeds will be used to fund a professional sports facility (\$25.9M), a motor pool for the Sheriff's department (\$6.5M), expansion of the County Governmental Center (\$12.0M), construction of the Donald Ross Road bridge (\$15.8M), and a loan from the General Fund to Fire-Rescue for the purchase of a pumper fire truck (\$0.2M).                         |

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|   |  |
|---|--|
| Excess Fees from<br>Constitutional Officers | Represents excess FY 1996-97 revenues from various Constitutional Officers who operate fee supported budgets, i.e., Tax Collector and Property Appraiser. State law requires that any excess of receipts over costs of operation be turned over to the County Commission after year end. |
| Internal Services                           | Represent revenues earned by some County funds for providing services to other County funds on a cost reimbursement basis.   |
| Fund Balances                               | Represent unexpended resources of the previous fiscal year. The major components of fund balances are proceeds of bond issues and other resources which have been set aside for capital improvements. In addition, fund balances also provide funding for County operating programs.     |

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## Property Taxes

Property Taxes (also called Ad Valorem Taxes) represent Palm Beach County's largest single revenue source. State laws carefully dictate regulations on how counties and other taxing entities must proceed in levying property taxes. Following are the highlights relating to Palm Beach County's property taxes:

### Basis

County property taxes are based on two types of property:

1. Real Estate - land and improvements thereon.
2. Tangible Personal Property - business fixtures, equipment and machinery, household goods, personal effects, etc. (household goods and personal effects of Florida legal residents are exempt.)

(Note: "Intangible Personal Property" is a State tax, handled directly by the State Department of Revenue.)

The value of property for tax purposes is established according to law and professional appraisal practice by the County Property Appraiser, an elected constitutionally established officer.

**Exemptions** The major exemptions from property tax are:

|                     |  |
|---------------------|--|
| <b>Homestead</b>    | - \$25,000 for all permanent residents of Florida.   |
| <b>Widows</b>       | - \$500 for widows who are permanent residents of Florida.   |
| <b>Disability</b>   | - \$500 for permanent residents of Florida who are totally and permanently disabled.   |
| <b>Quadriplegic</b> | - Total exemptions for any real estate owned and used as a homestead by a Quadriplegic.  |
| <b>Institutions</b> | - Total exemptions for sections of not-for-profit organizations used for literary, scientific, educational, and charitable purposes. |
| <b>Government</b>   | - Total exemptions for all governmental property   |



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## Rates

Property tax rates are expressed as a "millage rate", which is applied to taxable property values to calculate the property tax to be paid. One "mill" is 1/10th of a penny, or \$1.00 of tax for each \$1,000 of taxable value.

Example:

On an "average" taxable value of \$75,000, a millage rate of 4.5191 mills, as included in the FY 1996-97 Adopted Budget, would yield a property tax bill of \$338.93, calculated as follows:

|                           |           |
|---------------------------|-----------|
| Property Value            | \$100,000 |
| Less: Homestead Exemption | -25,000   |
| Taxable Value             | \$ 75,000 |

$$\frac{\text{Taxable Value}}{1,000} \times \text{Millage Rate} = \text{Tax Bill}$$

$$\frac{\$ 75,000}{1,000} \times 4.5191 = \$338.93$$

## Maximum Millage Rate

Florida Statutes limit the Countywide millage rate to a maximum of 10 mills, excluding voter-approved debt service millage rates.

## Rolled-Back Rate

A significant concept in Florida statutes relating to property tax levies is the "Rolled-Back Rate"; it is defined as that millage rate, which exclusive of new construction, will provide the same property (ad valorem) tax revenue as was levied during the prior year. The Rolled-Back Rate is calculated as follows:

- (A) Prior year tax proceeds
- (B) Current year adjusted taxable value  
(i.e. excluding new construction)
- (A) divided by (B) = Rolled-Back Rate

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## Procedure

The Florida statutory requirements relating to formally establishing the millage rate are complex. Following are two of the most significant steps in the procedure:

**Notification** Each property owner is notified, prior to public hearings on the County Budget, of proposed property taxes for each parcel of taxable property owned.

**Public Hearings** Each property owner is also notified of the dates and times of public hearings to finalize the Budget and millage rate. Each is finalized at the second of two public hearings.

## Collection

Taxes are collected by the County Tax Collector, an elected, constitutionally established officer. Discounts are available for payments in the following months:

| Monthly Payment | Discount |
|-----------------|----------|
| November        | 4%       |
| December        | 3%       |
| January         | 2%       |
| February        | 1%       |

Taxes become delinquent on April 1, and are then subject to penalty fines.

## Taxing Entities

There are a great number of taxing entities in the geographical boundaries of Palm Beach County.

The property taxes levied by and paid to Palm Beach County and its dependent districts consist of the following for FY 1996-97:

- Countywide
- Dependent Taxing Districts:
  - Palm Beach County Library
  - Glades Regional Fire MSTU
  - Fire-Rescue Countywide MSTU



## Grants Provided

The County provides grants to various entities and includes such amounts in its budget. Following are grants provided through the General Fund in the 1996-97 Budget:

| <u>Agency</u>   | <u>Actual<br/>FY 94-95</u> | <u>Estimated<br/>FY 95-96</u> | <u>Agency<br/>Request<br/>FY 96-97</u> | <u>Approved<br/>FY 96-97</u> |
|---|----------------------------|-------------------------------|--|------------------------------|
| <b><u>Priority I Agencies</u></b>   |                            |                               |  |                              |
| <b><u>Comprehensive Alcoholism Rehabilitation Prog.</u></b><br>Provides alcohol and drug abuse treatment services and conducts programs to increase public awareness of chemical dependency and the results of such dependency.   | \$830,964                  | \$830,964                     | \$997,533                              | \$907,231                    |
| <b><u>Crisis Line Information and Referral Services</u></b><br>Provides crisis intervention, suicide prevention, telecommunication for the deaf and information and referrals on a 24 hours per day, 7 days per week basis, free of charge.   | 28,531                     | 28,531                        | 33,531                                 | 28,531                       |
| <b><u>Drug Abuse Foundation of Palm Beach County</u></b><br>Provides services to encourage and support the process of recovery and to promote drug-free living for substance abusers, potential substance abusers and their families residing in the Southern Palm Beach County Catchment area.     | 439,725                    | 439,725                       | 544,725                                | 464,725                      |
| <b><u>Drug Abuse Treatment Association</u></b><br>Provides drug abuse treatment and prevention programs for chemically dependent persons that will alleviate the drug abuse and related problems. Services are provided through outpatient and residential treatment as well as education programs. | 138,003                    | 144,903                       | 152,150                                | 144,903                      |
| <b><u>45th Street Mental Health Center</u></b><br>Provides mental health services to residents of the northern section of the County including crisis intervention, assessment, medication clinics, outpatient services, case management, residential treatment and crisis stabilization.           | 559,279                    | 587,243                       | 645,463                                | 612,243                      |
| <b><u>Gratitude Guild</u></b><br>Supports and promotes a 24 hours per day residential treatment facility for substance abusing adult women.   | 62,094                     | 65,198                        | 68,457                                 | 65,198                       |
| <b><u>Jeff Industries</u></b><br>Provides paid employment, training and work experience in various trades for adults suffering from chronic mental illness.   | 51,982                     | 54,580                        | 60,038                                 | 54,580                       |
| <b><u>PANDA</u></b><br>Provides comprehensive detoxification, residential and outpatient service to addicted mothers in the Glades communities. The program is operated by Western Palm Beach County Mental Health Clinic.  | 50,000                     | 112,649                       | 218,015                                | 208,006                      |

| <u>Agency</u>   | <u>Actual<br/>FY 94-95</u> | <u>Estimated<br/>FY 95-96</u> | <u>Agency<br/>Request<br/>FY 96-97</u> | <u>Approved<br/>FY 96-97</u> |
|---|----------------------------|-------------------------------|--|------------------------------|
| <b><u>Parent-Child Study Center of the Palm Beaches</u></b><br>Provides various mental health services such as stabilization, consultation and education to children, adolescents and their families in the North Catchment area of the County. | \$174,941                  | \$183,688                     | \$183,688                              | \$183,688                    |
| <b><u>South County Mental Health Center</u></b><br>Provides various services to improve the quality of life of mentally disabled clients residing in the South Catchment area of Palm Beach County.   | 957,240                    | 985,963                       | 999,963                                | 992,963                      |
| <b><u>Wayside House, Inc.</u></b><br>Provides a residential treatment and rehabilitation program for females suffering from alcohol and drug addiction in the South Catchment area of the County.   | 53,280                     | 67,049                        | 67,000                                 | 67,000                       |
| <b><u>Western Palm Beach County Mental Health Clinic</u></b><br>Provides mental health, alcohol and drug treatment services to residents of the Western Palm Beach County Catchment area.   | 318,297                    | 273,428                       | 187,312                                | 187,312                      |
| <b><u>Totals for Priority I Agencies</u></b>  | <b><u>\$3,664,336</u></b>  | <b><u>\$3,773,921</u></b>     | <b><u>\$4,157,875</u></b>              | <b><u>\$3,916,380</u></b>    |

#### **Priority II Agencies**

|  |        |        |         |         |
|--|--------|--------|---------|---------|
| <b><u>Adopt-A-Family</u></b><br>Sustain families for twelve to eighteen months until the family attains self-sufficiency by providing total care management, emergency assistance, adoption support and supportive services.   | 23,445 | 81,000 | 81,000  | 81,000  |
| <b><u>Aid to Victims of Domestic Assault</u></b><br>Provides shelter and various other services to victims of domestic assault. Also works to educate the community as to the nature of such violence and its effects on individuals, families and society.  | 37,500 | 37,500 | 45,753  | 45,753  |
| <b><u>Alzheimer's Association, Greater Palm Beach Area Chapter</u></b><br>Provides Alzheimer's Disease and related disorders families with needed medical/social service providers at all stages of the disease.   | 88,000 | 90,000 | 170,000 | 100,000 |
| <b><u>Association for Retarded Citizens of Palm Beach County</u></b><br>Provides direct services and referrals to mentally retarded citizens living in the eastern section of the County. Works with legislators to ensure the rights of the mentally retarded and speaks to groups to promote acceptance and understanding on the part of the public. | 30,000 | 35,000 | 40,000  | 40,000  |
| <b><u>Center for Group Counseling Faulk Foundation</u></b><br>Provides free or low-cost psychological counseling in mixed groups with a professional counselor for those unable to afford private treatment.   | 69,950 | 65,000 | 68,838  | 68,838  |



| <u>Agency</u>   | <u>Actual<br/>FY 94-95</u> | <u>Estimated<br/>FY 95-96</u> | <u>Agency<br/>Request<br/>FY 96-97</u> | <u>Approved<br/>FY 96-97</u> |
|---|----------------------------|-------------------------------|--|------------------------------|
| <b><u>Center for Family Services</u></b>  |                            |                               |  |                              |
| <b><u>Child Care Resource and Referral Program</u></b>  | \$41,250                   | \$41,250                      | \$59,305                               | \$41,250                     |
| Provides counseling to help parents determine what their specific child care needs are in order to constructively influence social conditions which are detrimental to positive family functioning.   |                            |                               |  |                              |
| <b><u>Child Keyppers of Florida</u></b>   | 18,900                     | 18,900                        | 18,900                                 | 18,900                       |
| Works to prevent kidnapping and abduction of children through seminars and Child Safety Days. Also works to recover missing children by printing and distributing posters.  |                            |                               |  |                              |
| <b><u>Cities in Schools</u></b>   | 16,888                     | 23,000                        | 42,281                                 | 33,000                       |
| Works to reduce the dropout rate in schools by identifying those at risk of dropping out of school, and providing the human services necessary to encourage the students to stay in school.   |                            |                               |  |                              |
| <b><u>Comprehensive Aids Program of Palm Beach County</u></b>   | 0                          | 50,000                        | 115,844                                | 50,000                       |
| Provides AIDS education to adults between the ages of 18-35 who are at high risk for HIV infection and reside in one of ten target communities.   |                            |                               |  |                              |
| <b><u>Crisis Line Information and Referral Services</u></b>   | 65,975                     | 66,000                        | 66,000                                 | 66,000                       |
| Geriatric Crisis and Outreach, a program of Crisis Line Information & Referral Services, provides early intervention through crisis stabilization in order to reduce the emotional, financial, and social costs to the client, human care system and society in general, and support the elderly so that they may remain in the least restrictive environment possible. |                            |                               |  |                              |
| <b><u>Deaf Service Center</u></b>   | 67,000                     | 67,000                        | 73,700                                 | 67,000                       |
| Provides comprehensive services to hearing impaired persons and normal hearing people and organizations who need to interact with the hearing impaired.   |                            |                               |  |                              |
| <b><u>Epilepsy Association of the Palm Beaches</u></b>  | 30,995                     | 35,600                        | 40,900                                 | 40,900                       |
| Assists individuals with epilepsy and their families in securing information, diagnosis, treatment, education and habilitation services in order to achieve their full potential.   |                            |                               |  |                              |
| <b><u>Farmworkers Coordinating Council of Palm Beach County</u></b>   | 54,000                     | 64,000                        | 74,010                                 | 60,469                       |
| Provides services to migrant, seasonal farmworkers and other disadvantaged individuals. Services include counseling, information and referral, translation, transportation, educational, housing and health programs, emergency food, clothing and financial assistance.  |                            |                               |  |                              |
| <b><u>Glades Area Association for Retarded Citizens</u></b>   | 26,542                     | 37,234                        | 44,086                                 | 37,234                       |
| Provides educational and vocational services for mentally retarded preschoolers and adults in the western section of the County. Additionally, public education and advocacy services are provided.   |                            |                               |  |                              |

| <u>Agency</u>  | <u>Actual<br/>FY 94-95</u> | <u>Estimated<br/>FY 95-96</u> | <u>Agency<br/>Request<br/>FY 96-97</u> | <u>Approved<br/>FY 96-97</u> |
|--|----------------------------|-------------------------------|--|------------------------------|
| <b><u>Haitian Alliance for Community Services</u></b><br>Acts as a service and advocacy agency for Haitians living in the County. Also promotes English literacy, interprets, translates and helps clients access other social services.   | \$177,280                  | \$200,000                     | \$200,000                              | \$200,000                    |
| <b><u>Healthy Mothers/Healthy Babies Coalition of Palm Beach County</u></b><br>Promotes, through the cooperative efforts of public and private agencies, the improved health of children and women of child-bearing age in the County.   | 74,098                     | 78,000                        | 88,750                                 | 88,750                       |
| <b><u>Hispanic Human Resources</u></b><br>Provides a comprehensive network of social services to Hispanic and other low-income, disadvantaged individuals. Also provides direct and access services to those who, due to language, cultural barriers, physical handicaps or lack of awareness, are unable to use available community services.       | 36,750                     | 30,000                        | 33,000                                 | 30,000                       |
| <b><u>Hospice by the Sea</u></b><br>Provides medical care and comfort to patients who have been diagnosed as being terminally ill with a life expectancy of one year or less   | 29,900                     | 34,000                        | 35,700                                 | 35,700                       |
| <b><u>Jewish Family and Children's Services</u></b><br>Provides assessments of dual-sensory impaired children residing throughout the County and identifies their needs.   | 0                          | 36,000                        | 0                                      | 0                            |
| <b><u>Legal Aid Society</u></b><br>Provides legal representation to a minimum of 200 victims of domestic violence at domestic violence hearings and continues representation through the divorce process when appropriate.   | 0                          | 53,134                        | 99,123                                 | 58,134                       |
| <b><u>The Lord's Place</u></b><br>Provides food and shelter to the hungry and homeless in Palm Beach County. Operates three (3) family shelters of which one shelter is located in Broward County, one dormitory for women and two vans which deliver food and clothes to low income areas and migrant camps. Operates the USDA surplus food program | 108,000                    | 108,000                       | 108,000                                | 108,000                      |
| <b><u>Mental Health Association of Palm Beach County</u></b><br>Provides a comfortable safe location for those suffering from chronic emotional/mental illness to attend group meetings and socialize during regularly scheduled hours.  | 0                          | 20,000                        | 24,750                                 | 20,000                       |
| <b><u>Nell Smith Residence</u></b><br>Provides long-term group foster home care for abused, neglected and abandoned teenage girls.   | 26,218                     | 26,218                        | 0                                      | 0                            |
| <b><u>Noah Building Blocks</u></b><br>Provides child care and prenatal/parenting education for teen parents to improve the developmental potential of the children and assist the parents in becoming effective caregivers.  | 0                          | 65,000                        | 82,500                                 | 65,000                       |



| <u>Agency</u>   | <u>Actual<br/>FY 94-95</u> | <u>Estimated<br/>FY 95-96</u> | <u>Agency<br/>Request<br/>FY 96-97</u> | <u>Approved<br/>FY 96-97</u> |
|---|----------------------------|-------------------------------|--|------------------------------|
| <b><u>Palm Beach Habilitation Center</u></b><br>Trains adults with disabilities to become employable and to maximize their development toward full or greater independence at work, home and in the community.  | \$34,414                   | \$39,414                      | \$51,165                               | \$39,414                     |
| <b><u>Parent-Child Center, Inc.</u></b><br>Provides group and individual intervention aimed at preventing or reducing the incidence of spouse abuse and other forms of domestic violence.   | 0                          | 60,000                        | 60,000                                 | 60,000                       |
| <b><u>Rehabilitation Center for Children and Adults</u></b><br>To improve physical function, independence, communication, and social skills of patients referred by licensed Florida Physicians through the process of rehabilitative services.   | 50,000                     | 50,965                        | 50,965                                 | 50,965                       |
| <b><u>Seagull Industries for the Disabled</u></b><br>Provides training to moderately to severely mentally retarded adults which will enable them to function as independently and self-sufficiently as possible within the limits of their abilities.   | 29,500                     | 29,500                        | 50,000                                 | 29,500                       |
| <b><u>St. Mary's Child Development/Early Intervention Center</u></b><br>Provides family therapy to indigent families with disabled and serious medical problem children to prevent out-of-home placement.   | 50,000                     | 50,000                        | 60,000                                 | 0                            |
| <b><u>Center for Family Services-Travelers' Aid</u></b><br>Provides services to individuals and families from outside of the County who, while in the County, have lost the ability to function and cope well enough to meet their daily needs in order to sustain life. Also reunites these people with their families and hometown resources outside of the County. | 35,750                     | 45,700                        | 50,000                                 | 45,700                       |
| <b><u>United Way of Palm Beach County - Retired Senior Volunteer Program</u></b><br>Recruits, interviews and places senior volunteers in non-profit human service agencies in order to provide financial savings to the agency, community taxpayers along with an experience of personal fulfillment to the volunteer.  | 26,250                     | 26,250                        | 26,250                                 | 26,250                       |
| <b><u>Uplift Assistance</u></b><br>Provides counseling, emergency food and housing, clothing, employment assistance and other supplemental needs.   | 18,000                     | 0                             | 0                                      | 0                            |
| <b><u>Women Service Network</u></b><br>Provides a transitional housing program in the northern area of the County to serve homeless, single women and their children.   | 51,438                     | 51,438                        | 51,438                                 | 51,438                       |
| <b><u>YWCA-Harmony House</u></b><br>Provides shelter, counseling and transportation to women and children victims of domestic violence.   | 24,489                     | 26,000                        | 88,800                                 | 36,000                       |

| <u>Agency</u>   | <u>Actual<br/>FY 94-95</u> | <u>Estimated<br/>FY 95-96</u> | <u>Agency<br/>Request<br/>FY 96-97</u> | <u>Approved<br/>FY 96-97</u> |
|---|----------------------------|-------------------------------|--|------------------------------|
| <u>YWCA-Mobile Van</u><br>Provides therapeutic and recreational activities to economically disadvantaged seniors and preschoolers throughout the County.  | \$22,875                   | \$23,000                      | \$79,500                               | \$28,000                     |
| <u>Totals For Priority II Agencies</u>  | <u>\$1,365,407</u>         | <u>\$1,764,103</u>            | <u>\$2,180,558</u>                     | <u>\$1,723,195</u>           |
| <u>Total - All Agencies</u>   | <u>\$5,029,743</u>         | <u>\$5,538,024</u>            | <u>\$6,338,433</u>                     | <u>\$5,639,575</u>           |
| <u>Other County Sponsored Programs</u>  |                            |                               |  |                              |
| <u>School Board of Palm Beach</u><br><u>County - Title XX Day Care Match</u><br>Local match for state and federal funds that are distributed to child day care centers throughout the County, enabling low-income children to receive day care services.                                  | 200,000                    | 200,000                       | 200,000                                | 200,000                      |
| <u>Mae Volen Senior Center</u><br>Provides community care and transportation programs and other supportive services to improve the quality of life and prevent the premature institutionalization of senior citizens residing in South County.  | 55,000                     | 68,662                        | 75,000                                 | 75,000                       |
| <u>Health &amp; Human Services Planning Association</u><br>Maintains a funding and planning database of all service providers within the County, provides technical assistance to increase funding and provides support for community efforts to address health and human service issues. | 75,000                     | 85,000                        | 93,500                                 | 85,000                       |
| <u>HIV Prevention Plan</u><br>Developed by the Public Health Unit in cooperation with the HIV Health Services Planning Council to increase education and testing efforts in both the public and private sectors of the County.  | 0                          | 0                             | 100,000                                | 100,000                      |
| <u>Deaf/Blind Children's Residential Facility</u><br>A group home administered by the Association for Retarded Citizens to improve the basic living skills and supplement the educational activities provided by the School Board for dually impaired children.                           | 0                          | 0                             | 117,500                                | 117,500                      |
| <u>Totals for County Sponsored Programs</u>   | <u>\$330,000</u>           | <u>\$353,662</u>              | <u>\$586,000</u>                       | <u>\$577,500</u>             |
| <u>Total - All Agencies and Programs</u>  | <u>\$5,359,743</u>         | <u>\$5,891,686</u>            | <u>\$6,924,433</u>                     | <u>\$6,217,075</u>           |

Priority I Agencies - Direct consumer services provided by an agency that has requested financial assistance to meet Federal/State local match requirements, and for which the County has a legal obligation to participate with the agency in the acquisition of the match.

Priority II Agencies - Direct consumer services and/or services relevant to the planning and evaluation of social service systems provided by an agency that has requested financial assistance to meet operating expenditures. In this category, the County has no legal obligation to provide funds for operations, or participate in the acquisition of local match, but finds it in the best interest of its citizens to consider an allocation of financial support.



## Grants Provided

The County also provides grants through the Tourist Development Trust Fund to help support various cultural organizations and activities whose existence enhance the County's image as a tourist destination. Following are grants provided through the Tourist Development Trust Fund in the FY 1996-97 Budget:

|                                     | <u>Estimated<br/>FY 1995-96</u> | <u>Approved<br/>FY 1996-97</u> |
|-------------------------------------|---------------------------------|--------------------------------|
| Armory Arts                         | \$ 9,383                        | \$ 27,000                      |
| Ballet Florida                      | 116,550                         | 102,000                        |
| Boca Ballet                         | 10,080                          | 6,000                          |
| Boca Museum-Art Festival            | 41,264                          | 56,000                         |
| Boca Raton Historical Society       | 10,570                          | 6,000                          |
| Boca Raton Museum of the Arts       | 44,860                          | 29,000                         |
| Burt Reynolds Institute             | 31,650                          | 62,000                         |
| Caldwell Playhouse                  | 162,925                         | 158,000                        |
| Children's Museum of Juno           | 0                               | 3,000                          |
| Delray Affair                       | 19,118                          | 18,000                         |
| Dolly Hand Cultural Arts Center     | 24,150                          | 28,000                         |
| Duncan Theatre                      | 32,100                          | 9,000                          |
| Friends of Morikami                 | 81,768                          | 159,000                        |
| Hispanic Cultural Arts Festival     | 22,809                          | 8,000                          |
| International Museum of Cartoon Art | 37,044                          | 41,000                         |
| Jewish Arts Foundation              | 5,766                           | 6,000                          |
| Jupiter Theatre                     | 84,900                          | 76,000                         |
| Klein Dance                         | 23,100                          | 10,000                         |
| Lighthouse Gallery                  | 7,445                           | 4,000                          |
| Loxahatchee Historic Society        | 49,500                          | 105,000                        |
| Miami City Ballet                   | 93,925                          | 47,000                         |
| Minority Cultural Consortium        | 29,250                          | 0                              |
| Norton Gallery & School of Art      | 171,475                         | 169,000                        |
| Old School Square                   | 48,935                          | 49,000                         |
| Palm Beach Opera                    | 117,000                         | 108,000                        |
| Palm Beach Photographic Workshops   | 24,150                          | 110,000                        |
| Palm Beach Pops                     | 19,350                          | 21,000                         |
| PBCC Eissey Theatre                 | 2,981                           | 8,000                          |
| PBCC Museum of Arts                 | 18,563                          | 15,000                         |
| Philharmonic Orchestra of Florida   | 70,216                          | 76,000                         |
| Pope Theatre Company                | 120,750                         | 105,000                        |
| Quest Theatre & Institute           | 13,310                          | 6,000                          |
| South Palm Beach Jewish Federation  | 11,650                          | 15,000                         |
| Science Museum & Planetarium        | 56,070                          | 61,000                         |
| Sunfest                             | 164,350                         | 163,000                        |
| Zoological Society                  | 180,000                         | 113,000                        |
| Total                               | <u>\$ 1,956,957</u>             | <u>\$ 1,979,000</u>            |

## Grants Received

The County receives grants from both the Federal Government and the State of Florida. The following grants are included in the annual budget.

| <u>Department</u>   | <u>Purpose</u>   | <u>Funding Agency</u>        | <u>Expiration Date</u> |
|---|--|------------------------------|------------------------|
| Airports  | The Airport Improvement Program provides funds for capital improvements.   | Federal-DOT/FAA<br>State-DOT | Various                |
| Community Services<br>Head Start and<br>Children Services | The Head Start Program provides comprehensive services to low-income, pre-school children and their families. Portions of the Head Start Program address special areas of need. These areas are: Development for Disabled Children provides services to children with special needs; Disabilities Cluster Coordinator provides staff with training in needs assessment and technical assistance; Credential/Technical Training provides an opportunity for caregivers working with children to demonstrate competence and earn a Child Development Associate Credential. | Federal-HHS                  | 9/30/97                |
|   | The Child Care Food Program provides Type A breakfasts, lunches, and afternoon snacks to pre-school children on a daily basis.   | Federal-USDA                 | 9/30/97                |
| Community Action Program                                  | The Community Service Block Grant provides supportive, informational, referral and various other services to low and moderate income families.   | Federal-HHS                  | 9/30/97                |
| DOSS  | Titles III-B, C1 and C2 provide transportation, recreational, educational, congregate and home delivered meals to senior citizens.   | Federal-HHS<br>USDA          | 12/31/96               |
|   | Community Care for the elderly provides case management, personal care, homemaking, respite and adult day care services to functionally impaired adults.   | State-HRS                    | 6/30/97                |
| Human Services  | The Homeless Grant provides emergency shelters, rents, utilities, food, child care costs information and referrals to help locate and access suitable and affordable housing to prevent or alleviate homelessness.   | State-HRS                    | 12/31/96               |
| Senior Aides  | The Senior Aides Employment Program provides part-time employment for qualifying men and women.  | Federal-DOL                  | 6/30/97                |



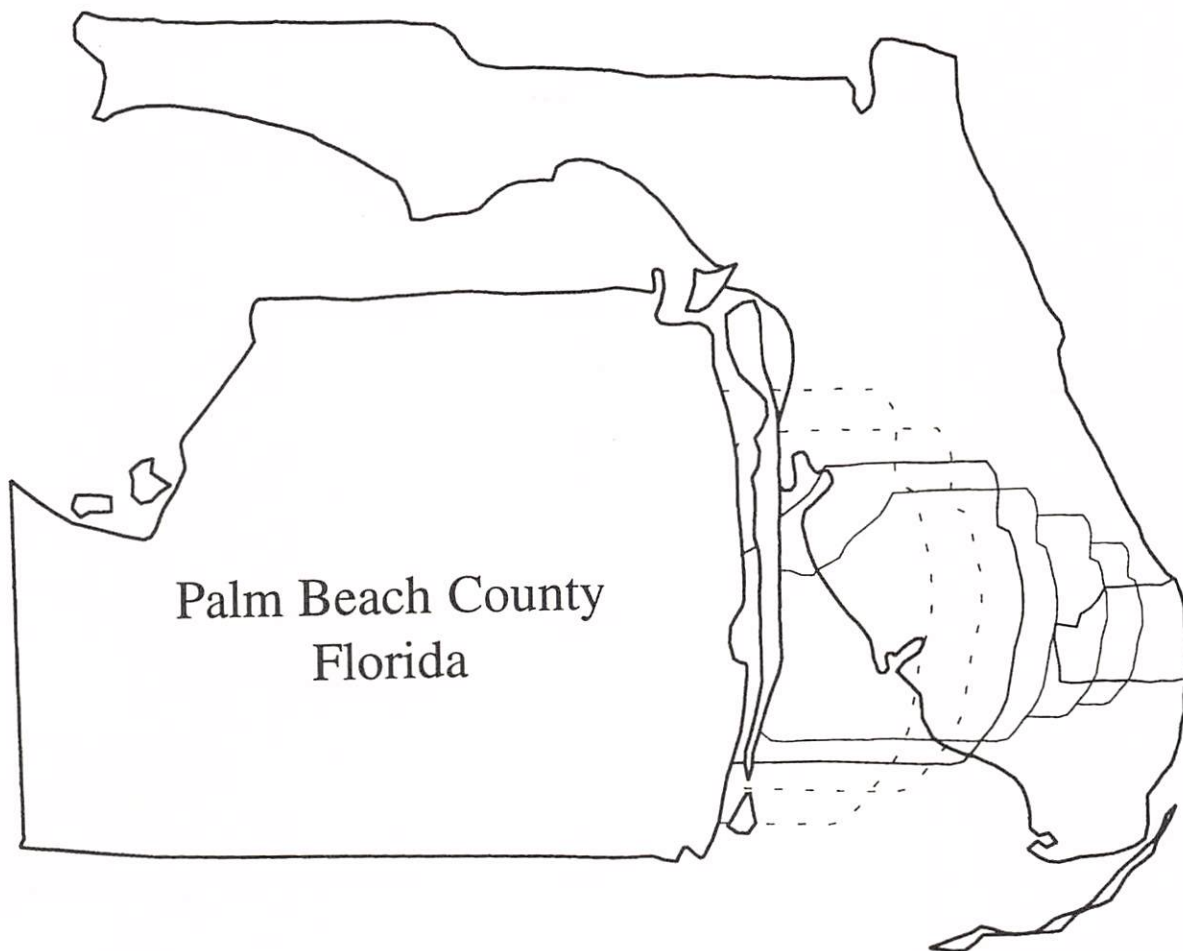
## Grants Received

| <u>Department</u>                  | <u>Purpose</u>  | <u>Funding Agency</u>              | <u>Expiration Date</u> |
|------------------------------------|---|------------------------------------|------------------------|
| Adult Migrant                      | The Adult Migrant Program provides employment and training services to eligible farm workers and their families.  |                                    |                        |
| Ryan White Care Program            | The AIDS Program is designed to deliver or enhance HIV and ambulatory support services including case management and comprehensive treatment services for individuals and families of those diagnosed HIV positive.                   | Federal-HHS                        | 9/30/97                |
| Crim Justice Comm. Weed & Seed     | Funding provides for coordination of law enforcement and community initiatives to restore crime-ridden urban neighborhoods.   | Federal - DOJ                      | 9/30/97                |
| Environmental Resources Mgmt.      | Environmental Protection funds assist the County in developing artificial reefs, preserving shorelines and enhancing waste recycling methods.   | Federal-Dept. of Interior          | 9/30/97                |
| HCD                                | Housing & Community Development's goals are to revitalize communities by providing decent housing and a suitable living environment, as well as, provide emergency shelter for the homeless.  | Federal-HUD                        | N/A                    |
| Library                            | Funding assists in the provision of public library services that meet the informational, educational, cultural and recreational needs of County residents.  | Federal-DOE<br>State-Dept of State | 9/30/97                |
| Mass Transportation                | UMTA provides funds for operating assistance and capital improvements.  | Federal-DOT<br>State-DOT           | Various                |
| Metro-Planning Organization        | Funding provides for transportation planning for the eastern urbanized portion of Palm Beach County.  | Federal-DOT<br>State-DOT           | Various                |
| Public Safety Emergency Management | Funding assists in the development of an effective organization and to plan and coordinate emergency activities in case of natural disaster.  | Federal-FEMA                       | 9/30/97                |
| Emergency Medical                  | The purpose of the EMS program is to monitor and enforce the standards and regulations for the EMS System, to coordinate data, evaluate and report on the quality of care delivered and identify the effectiveness of the EMS System. | State-HRS                          | 9/30/97                |





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